

2021 ANNUAL REPORT



CITY OF MILWAUKEE
HEALTH DEPARTMENT





This report was prepared by the City of Milwaukee Health Department in accordance with Ch.59 of the City of Milwaukee Code of Ordinances.

The material is available in alternative formats for individuals with disabilities upon request. Please contact the City of Milwaukee ADA Coordinator at (414) 286-3475 or ADACoordinator@milwaukee.gov. Provide a 72-hour advance notice for large print and 7 days for Braille documents.

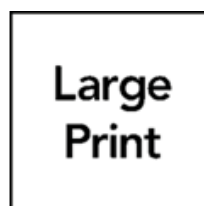
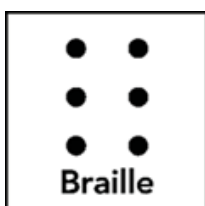


Table of Contents

City of Milwaukee Health Department 2021 Annual Report

Letter from the Commissioner of Health.....	4
Letter from the City of Milwaukee Board of Health.....	5
How to Use the Annual Report.....	6
Department Overview	7
Key Accomplishments and Challenges	9
Workforce and Budget	11
Community Health	
Maternal and Child Health	
Community Healthcare Access Program	13
Direct Assistance for Dads (DAD) Project	15
Empowering Families of Milwaukee.....	17
Infant Mortality Special Initiatives.....	20
Birth Outcomes Made Better (BOMB) Doula Program.....	23
Parents Nurturing and Caring for Their Children and Newborn Screening.....	25
Women, Infants, and Children Nutrition	29
Office of Violence Prevention	32
Environmental Health	
Consumer Environmental Health	36
Home Environmental Health	39
Emergency Preparedness and Environmental Health (EPEH)	43
Medical Services	
Clinical Services	
Infectious Disease Program	50
Sexual and Reproductive Health.....	53
Well Woman Program	56
Laboratory Services	
Milwaukee Health Department Laboratory	59
Policy, Innovation, and Engagement.....	63
Vital Statistics.....	65
Fetal Infant Mortality Review	66
COVID-19 Response	68
Acknowledgements	78

Letter from the Commissioner of Health

Dear Community,

I was proud to be appointed as the Commissioner of the Milwaukee Health Department in 2021 and join this incredibly passionate team. 2021 brought another year of challenges in public health and healthcare as the COVID-19 pandemic continued, but the phenomenal MHD staff rose to the challenge and stepped up to keep Milwaukee residents safe and healthy.

While many MHD staff who had graciously pivoted to pandemic response have been able to return to their regular work assignments, MHD maintains a robust and active workforce to address the ongoing pandemic. Our dedicated team continues to administer free COVID-19 vaccine and testing at three permanent sites, in addition to countless mobile and in-home initiatives to bring services to every Milwaukee resident.

The existing health disparities in our community have been exacerbated by the COVID-19 pandemic. More individuals than ever have reported symptoms of anxiety and depression due in part to prolonged grief paired with employment, financial, and housing insecurity. This mental health shift has contributed to increases in substance use and overdoses, domestic violence, and STIs. Through our programming, MHD is working to address these disparities and provide equitable and accessible services for everyone.

As a department, we must be internally successful to be effective with our work in the community. To this end, we are nearing the completion of a five-year strategic plan grounded in anti-racism. The groundwork of this plan will allow MHD to work toward a Public Health 3.0 model, in which leaders serve as Chief Health Strategists, partnering across multiple sectors and leveraging data and resources to address social, environmental, and economic conditions that affect health and health equity.

As you read through the 2021 Annual Report, please keep in mind 2021 was another year of transition for the Milwaukee Health Department. I'm encouraged by the work that has been done, the passion of MHD staff, and support of our community partners. We could not have an impact on the Milwaukee community without this collaboration. I'm honored to be a part of this work and look forward to what we will continue to accomplish.

Thank you for the opportunity to serve this community,

Kirsten Johnson
Milwaukee Commissioner of Health



Letter from the City of Milwaukee Board of Health

May 2022

Dear Community,

In many ways, 2021 continued to be as complicated as 2020. The worldwide pandemic is still directly impacting our health system, local economy, and the health and wellbeing of Milwaukee residents. Additionally, we must remember the people we have lost due to this virus and the lessons learned from times of difficulty. And in these moments of hardship, the City of Milwaukee Board of Health members remain grateful to the Milwaukee Health Department staff in all they have done and continue to do to keep our city safe and healthy.

We want to formally welcome Commissioner Kirsten Johnson and thank her for stepping up as a leader to respond to the pandemic as well as getting the health department to a place where services could be provided beyond the COVID-19 response. We are especially thankful for the level of energy and time it took for the health department to provide COVID-19 testing and vaccines to thousands of people in the Greater Milwaukee region through the health department's clinics and community-hosted events. The health department continues to provide free COVID-19 testing and vaccination to the community. We urge you to talk to your family about getting vaccinated and boosted against COVID-19 as it is the best defense against serious sickness and death. Find where you can get vaccinated at city.milwaukee.gov/CovidVax. We continue to ask that community members be mindful of protecting those who are not yet vaccinated, at the time of this writing, like children ages 4 and under who are not yet eligible.

As we transition to a time of lower COVID-19 transmission where the virus is not being spread as widely, we look forward to engaging with community members and partners with the development of this year's upcoming Community Health Improvement Plan. Through regained confidence, we also hope to see more community members utilizing services and resources provided at each Milwaukee Health Department clinic. We know that this pandemic highlighted the gaps and in services, and we need to respond by increasing the investment that our community makes in Public Health and social services to address racial disparities, wealth inequities and the rise in violence and crime that impacts us all.

For more information about or how to contact the City of Milwaukee Board of Health, please visit our website at milwaukee.gov/boardofhealth and look for ways to get more involved. Let's strive for a healthier Milwaukee, together.

Yours in Health,

Ruthie Weatherly - Chair
Caroline Gomez-Tom, MSW
Bria Grant
Alderwoman Chantia Lewis
Ian B.K. Martin, MD, MBA
Julia Means, RN
Ericka Sinclair, MS, MPH – Vice Chair
Domonique Weathers, DO, MS
Wujie Zhang, PhD

How to Use the Annual Report

The City of Milwaukee Health Department's 2021 Annual Report includes information on each division, office, and program within the department, with specific key indicators highlighted for each program. A comprehensive presentation of each program's metrics is included in the 2021 Annual Report Data Supplement, which can be found at <https://city.milwaukee.gov/Health/Reports-and-Publications>.

Program information is organized under four primary sections: Community Health, Environmental Health, Medical Services, and Policy, Innovation, and Engagement (PIE). Each of these branches has several programs or special initiatives embedded in them. Use this report to:

Learn about each public health program

Each program or special initiative includes a brief description of the program, the target population, target geographic area, priority health areas, and evidence-based practices utilized.

Access 2021 operations data

Operations data, including 2021 expense information, staffing structure, and active grants received over the course of the year, is included.

Review data on each program's performance

Each program includes five years of performance measure data which highlights key deliverables. Most programs also include population or program outcome data to describe the impact of the program on Milwaukee or the clients served.

Learn about each program's 2021 accomplishments and challenges

The Milwaukee Health Department programs celebrated a number of accomplishments in 2021; however, programs also experienced a number of challenges. Learn about each program's accomplishments and challenges.

The report was prepared by the City of Milwaukee Health Department for the Mayor and Common Council in accordance with Ch. 59 of the City of Milwaukee Code of Ordinances.

Department Overview

Since 1867, the City of Milwaukee Health Department (MHD) has served the residents of Milwaukee by seeking to improve and protect the health of all who live, work, and play within the city. Although most of the department's programs and interventions have changed, over 150 years later the department remains steadfast in this mission. Today, as the largest local health department in Wisconsin, the MHD now serves nearly 600,000 residents through direct services, evidence-based programs, partnerships, and policy development.

The MHD's work centers around four goals – control and prevent disease; promote health and wellbeing across the lifespan; assure safe and healthy living environments; and conduct public health planning and policy development.

Vision

Living your best life, Milwaukee.

Mission

Advance the health and equity of Milwaukeeans through science, innovation, and leadership.

Values

Innovation: We believe in nurturing creativity and new ideas that challenge us to do our everyday work better.

Equity: We acknowledge historic and current injustices in our community and strive to cultivate an environment where everyone in our community has equal opportunity to be healthy.

Collaboration: We convene community members, partners, and elected officials to meet the needs of our community.

Courage: We take strategic risk and bold initiative to advocate for and prioritize the needs of our community.

Accountability: We act with transparency and integrity to advance the health of Milwaukee.

Quality: We continuously improve and adapt to create sustainable and positive health outcomes.

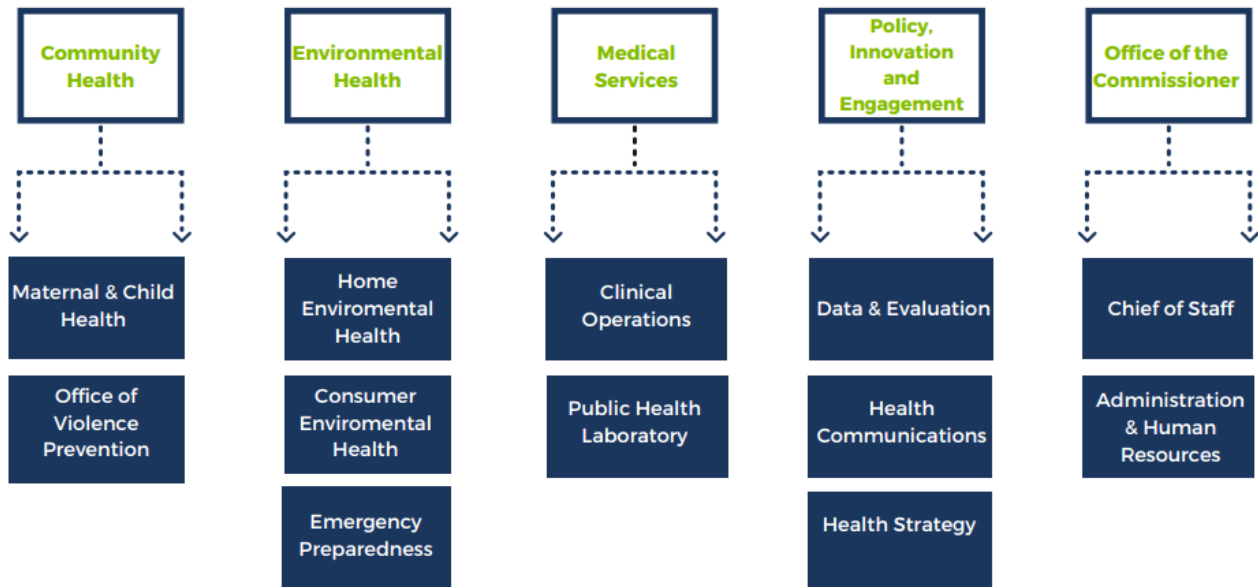
Department Overview, Continued

Structure

The City of Milwaukee Health Department (MHD) began a department-wide restructuring in December 2018 and instituted the bulk of the changes in 2019. The new structure now consists of five branches containing 11 divisions. Four of the branches are now managed by Deputy Commissioners, with operational direction from the Chief of Staff, who serve not only as cornerstones of the foundation of the new MHD but are also primed to serve in an “on call rotation” capacity to the Commissioner of Health. The need for this back up support was realized during the leadership changes of early 2018. The MHD is aiming to address these gaps in order to enhance MHD’s ability to provide essential public health services per state of Wisconsin and federal laws and regulations.

MHD BRANCHES AND DIVISIONS

The MHD carries out our mission through five branches consisting of 12 divisions



2021 Key Accomplishments

- The return of many key personnel to regular work duties;
- Electronic Health Records implementation among key clinical programs (particularly Sexual and Reproductive Health Programs);
- Successful transfer of COVID-19 mass vax site to City of Milwaukee Health Department (MHD operations);
- Sustained COVID-19 testing and vaccination support for the community;
- MHD Lab secured \$6.2 million in partnering grants and tested >12,000 specimens for COVID-19 tracking;
- Sustained COVID-19 hotline;
- Maintenance of sector-specific partnerships (early childhood, K12, business, public health, health care, community based organizations);
- Receipt of the Centers for Disease Control and Prevention (CDC) National Initiative to Address COVID-19 Health Disparities Among Populations at High-Risk and Underserved grant;
- Marked City of Milwaukee Health Department Laboratory (MHDL) scientific contributions with over 11 MHDL peer-reviewed publications with CDC and academic partners across Wisconsin posters (4) presented at 2021 APHL National conference;
- Receipt of the NACCHO: Implementing Overdose Prevention Strategies at the Local Level grant;
- Continued progress through the Strategic Planning Process for MHD; nearing an end product that will guide our work for years to come;
- Building Health Strategy Team and subsequent capacity for MHD to be a PH 3.0 entity;
- Established Executive Leadership cabinet of dedicated and competent professionals;
- Secured grants/donations for the Birth Outcomes Made Better (BOMB) Doula Program that began as solely tax-levy funded;
- Maintained community health direct service operations throughout the pandemic; preventing any gaps in cares;
- Rebuilding and strengthening community presence of MHD through community events, partnerships and promotional awareness;
- In partnership with local artist company and Office of Early Childhood Initiatives, beautifying MHD Health Center spaces to be culturally reflective, community-informed and developmentally friendly for children and families;
- Improved internal finance and budget processes with thorough examination of needs and action items.
- OVP received \$3million in City allocated ARPA and \$8.4million in State allocated ARPA funds to be expended through 2026.
- Joint efforts coordinated with Family Violence Program (OVP) to facilitate Summer of Healing providing resources and information centered on suicide prevention and wellness.

2021 Key Challenges

- Clinical operations leadership gaps;
- Continued COVID-19 disruptions;
- Health-related COVID-19 disparities magnified;
- Childhood vaccination and lead testing rates;
- Increase in syphilis and congenital syphilis incidence;
- Vacancies are a chronic issue for our area impacting our ability to meet caseloads, benchmarks, grant objectives , and increasing burnout of current staff;
- Need for continued improvement with onboarding, training, tracking for new staff to assure for consistent, measurable, and relevant foundational orientation;
- Navigating the politics impacting public health decisions during the pandemic; too many unnecessary pressures taking away from validity and adherence of data/science-driven decision-making;
- Salaries are below market rate across the board; causing inability to compete. Unable to mobilize market studies and changes to salary ordinances fast enough to retain and attract staff;
- Slow implementation of the Electronic Health Record system with limited customization to meet program needs at the City of Milwaukee Health Department;
- Stressors of highly racialized societal climate and its impact on the physical and emotional safety of our staff and community;
- Practical challenges with real-time data analysis, Informatics/Bioinformatics capacity;
- Space constraints —department-wide, including lab, office and work spaces.

City of Milwaukee Health Department

Staffing

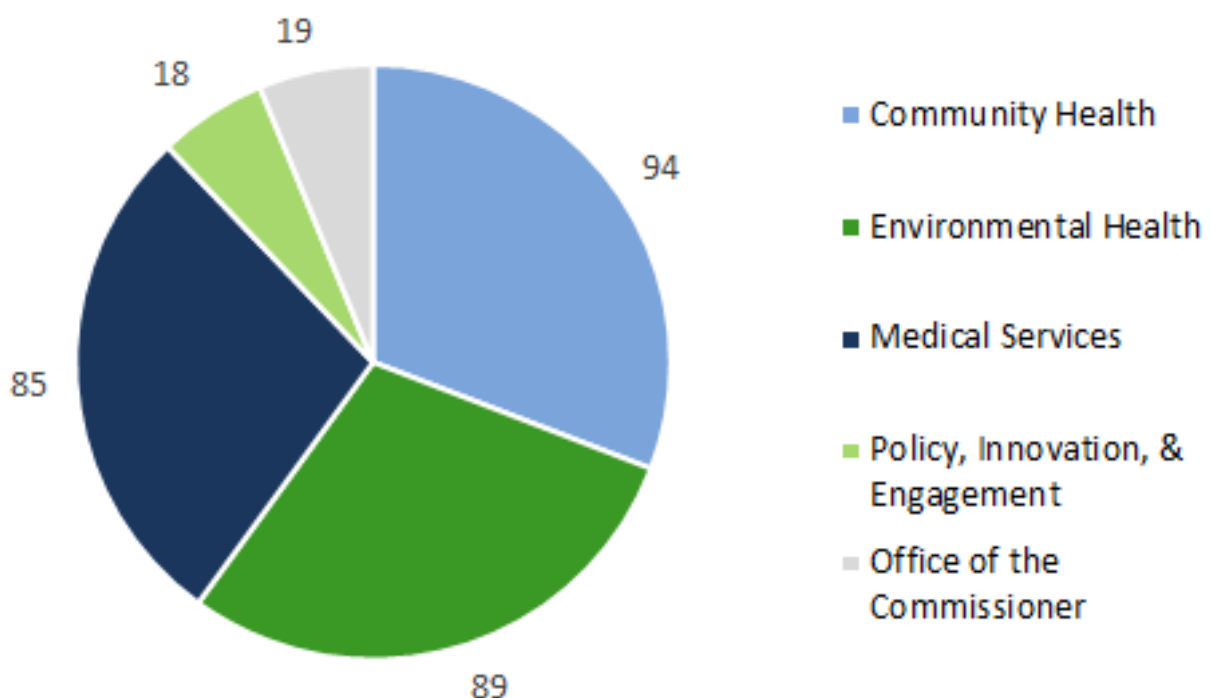
The City of Milwaukee Health Department (MHD) on average has roughly 242 full time staff. With the COVID-19 pandemic, MHD had brought on additional staff in 2020 and then significantly more temporary staff in 2021 to respond to the community need. *Plus note the chart below does not include temporary staff.*

City of Milwaukee Health Department Personnel

	2017	2018	2019	2020	2021
O&M FTE	139.18	138.2	136.7	164.26	162.12
Non-O&M FTE	102.65	102.8	108.85	120.71	441.85
Total FTE	241.83	241	245.55	284.97	603.97

FTE = full-time equivalent employee (40 hours/week)

MHD 2021 Total FTE by Branch



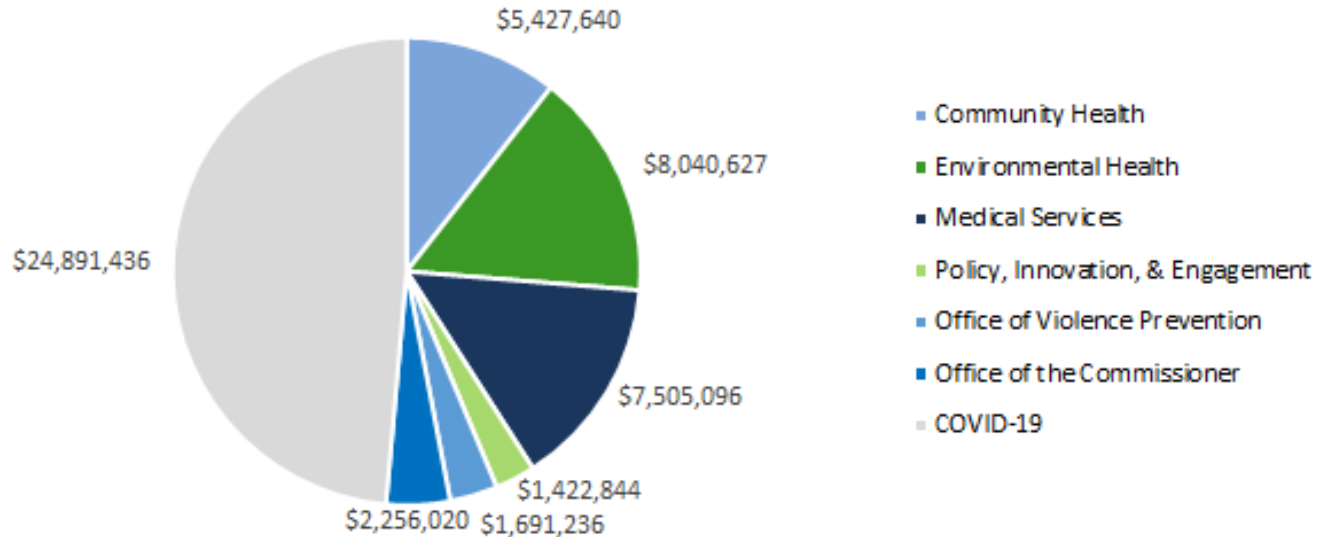
FTE = full-time equivalent

City of Milwaukee Health Department

Budget

The operations of the City of Milwaukee Health Department are funded through City Operations and Maintenance (O&M), grants, capital and to a lesser extent, reimbursable funds. O&M is also known as “tax levy”.

MHD 2021 Total Expenses by Branch



City of Milwaukee Health Department Expenditures by Funding Source

	2017	2018	2019	2020	2021
O&M	\$ 13,726,808	\$ 13,555,698	\$ 16,122,871	\$ 14,586,057	\$ 16,884,600
Grant	\$ 10,823,306	\$ 10,450,150	\$ 9,388,247	\$ 29,805,644	\$ 33,725,720
Reimbursable	\$ 68,440	\$ 2,094	\$ 785,820	\$ 349,615	\$ 265
Capital	\$ 217,926	\$ 977,318	\$ 1,229,587	\$ 533,734	\$ 624,314
Total Expenses	\$ 24,836,481	\$ 24,985,260	\$ 27,526,525	\$ 45,275,050	\$ 51,234,899

Community Healthcare Access Program

Community Health: Maternal and Child Health

The City of Milwaukee Health Department Community Healthcare Access Program (CHAP) assists community members in accessing the health care coverage they need. CHAP helps community members determine their options under the Affordable Care Act, helps determine eligibility for Badger Care (Medicaid), and assists in accessing Family Planning Only Services, Express Enrollment for pregnant women and children, Senior Care, and Title 19. CHAP also can facilitate enrollment or provide referrals for enrollment in Food Share, energy assistance, tax preparation, dental services, Women, Infants and Children (WIC), and free and sliding-fee clinics.

While CHAP can serve the entire city of Milwaukee and the State of Wisconsin, there is a particular focus on residents in ZIP codes where infant mortality rates are high. CHAP staff provide services at community organizations and are available to assist individuals on weekdays at the Southside Health Center, Northwest Health Center, and Keenan Health Center.

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
Medical Assistance Outreach - Forward Health	State of WI-Department of Health Services-Division of Health Care	1/1/21-12/31/21	\$418,596
City Match-MA Outreach-Forward Health (O&M)	O&M City Match	1/1/21-12/31/21	\$435,783

Community Healthcare Access Program

Community Health: Maternal and Child Health

2021 Key Accomplishments:

The Community Healthcare Access Program (CHAP) has successfully provided outreach to the community at various City of Milwaukee Health Department (MHD) Vaccine Sites. Partnering with Vivent and completing more Marketplace applications than we have in some time. More over; serving a very vulnerable population and creating a pertinent partnership for the future. The program was able to hire a health access coordinator which allowed to build an infrastructure of the team especially with the increase of HAA positions. Amidst the lull of in-clinic-traffic we would typically see from our partner MHD agencies (i.e. WIC, immunizations, etc.) we had a spike in this quarter where 635 more people were served between Quarter 3 and Quarter 4 despite such COVID barriers and automatic renewals of benefits statewide! The program was awarded a Food Share SNAP outreach Grant for 2022 to focus efforts on providing application, education and enrollment assistance in Food Share benefits to our community.

2021 Key Challenges:

There was a significant amount of turnover throughout the Health Department; particularly our executive leadership which created some stagnancy/lack of continuity in action plans, implementation of initiatives and works towards efficacy in the program workflows (overseen by various Deputies, Health Commissioner, etc.). COVID-19's impact on clinic operations and limiting access to typical Health Center traffic; making it difficult for CHAP to meet its enrollment goals.

There are continued barriers to CHAP's participation in Community events due to COVID-19 given various closures, protocols and health ordinances baring us from being as involved in events, tabling, groups, etc. CHAP continues to not have full access to electronic verification technology, preventing the option for more remote/virtual/telehealth servicing to the public. Though we have recruited new staff this year, reoccurring vacancies and the time it takes to recruit cause significant issues in recruitment/retention.

1,308

requests for technical
assistance (i.e. application

431

Food Share applications
and renewals

133

enrollment events

Direct Assistance for Dads (DAD) Project

Community Health: Maternal and Child Health

The Direct Assistance for Dads (DAD) Project is a voluntary, long-term home visiting program that engages fathers in the City of Milwaukee with intensive, evidence-based home visiting services. The program works to strengthen fathers' involvement in their children's and partners' lives by providing services intended to improve parenting skills, increase awareness of child development, and improve relationships with their partner and children.

DAD Project home visitors partner with fathers to complete individualized, strength-based care plans, and track progress toward participant-driven goals. Case management services include mental health and domestic violence screenings; referrals for mental health consultation, education, employment, financial and legal services; and facilitating access to health services. Home visitors also provide fatherhood coaching and support fathers in co-parenting with the child's mother.

The DAD Project adheres to the Parents as Teachers (PAT) evidence-based home visiting model that is compliant with Federal (HRSA) Maternal, Infant, and Early Childhood Home Visiting Program (MIECHV) requirements, and utilizes the PAT child development and parenting curriculum. The program focuses on child engagement, helping fathers connect to community resources and supporting fathers to reach their goals. In addition, the program employs comprehensive fatherhood curriculums developed by the National Fatherhood Initiative for group work.

71%

of primary caregivers screened for depression within 3 months of enrollment (if not enrolled prenatally) or within 3 months of delivery (if enrolled prenatally)

100%

of children received the last recommended visit based on the American Academy of Pediatrics schedule

Direct Assistance for Dads (DAD) Project

Community Health: Maternal and Child Health

2021 Key Accomplishments

1. The DAD Project officially merged with EFM under the Family Foundations Home Visitation grant and Parents As Teachers (PAT) model to streamline funding and reporting, and to align and strengthen the relationship between the programs.
2. A collaborative project with the City of Milwaukee Health Department (MHD) Human Resources and City of Milwaukee Department of Employee Regulations resulted in the DAD Project home visitor position being reclassified with a salary increase which addressed equity, compression and changes in the role over the past several years. This is expected to have a positive impact on retention and recruitment.
3. DAD Project home visitors received additional training in the Parents as Teachers curriculum, and as a result, the program expanded eligibility criteria to include expectant fathers and fathers with a child under the age of three years, allowing more fathers to be eligible for services.

2021 Key Challenges

1. With changes in department leadership, DAD Project continued to be without a dedicated program manager for part of the year, and without a dedicated supervisor for most of the year.
2. The COVID pandemic has continued to negatively impact the flow of referrals into the program, and typical avenues for recruiting fathers into the program.
3. The COVID-19 pandemic has only increased the stress and mental health challenges that families are facing. Stigma and cultural beliefs keep people from accepting referrals to mental health services, and the pandemic has only made it harder to access culturally appropriate mental health care when someone is open to a referral.

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
Family Foundations in Home Visitation (FFHV)*	State of WI-Department of Children & Families (DCF)	10/1/21-9/30/22	\$1,419,570.00
City Match-Home Visiting (O&M)*	O&M City Match (Requirement)	10/1/21-9/30/22	\$ 633,772.71

*Grant supports more than one MHD program or initiative; an additional \$28,000 was also allotted for emergency supplies through Federal American Rescue Plan Act (ARPA) dollars from DCF.

Empowering Families of Milwaukee (EFM)

Community Health: Maternal and Child Health

The Empowering Families of Milwaukee (EFM) program enrolls high-risk pregnant women, or women with children less than 60 days of age, who reside in the City of Milwaukee. Milwaukee has high racial disparities in infant mortality and healthy birth outcomes. Nearly half of all children in Milwaukee live in poverty, leaving Milwaukee's families at risk for poor prenatal, birth, infant, and child development outcomes. The City of Milwaukee Health Department (MHD) developed strategic community partnerships and programs like EFM that target clients in communities with high rates of infant mortality, racial disparities in birth outcomes, lower income and educational attainment, and the multitude of contributing risk factors to the safety and health of babies.

EFM utilizes the Parents as Teachers (PAT) evidence-based home visiting model and curriculum and has been a funded home visitation program through the Wisconsin Department of Children and Families (DCF) since 2005. EFM applies evidence-based models to improve birth outcomes, enhance family functioning, prevent child abuse and neglect, and support child health, safety, and development. The program collaborates with community partners to facilitate access to health, social, and child development support for families.

All EFM home visitors provide intensive, in-person home visits to families; enrolling them during pregnancy whenever possible, and families are offered services until at least the child's second birthday. EFM utilizes a unique, multi-disciplinary dyad approach to effectively serve enrolled families. Each dyad consists of a public health nurse and a public health social worker. The public health nurses focus on the health and medical needs of families while the social worker focus on the psychosocial needs of families. EFM has the capacity to serve approximately 130 families per year when fully staffed (7 dyads = 14 home visitors).

0%

of infants (among mothers who enrolled prenatally before 37 weeks) were born preterm following program enrollment

91%

of children enrolled in EFM were breastfed since birth

Empowering Families of Milwaukee (EFM)

Community Health: Maternal and Child Health

2021 Key Accomplishments

1. EFM staff continued to provide home visiting services to families while also supporting the COVID-19 response during the first half of the year, and were able to fully transition back to EFM services in the second half of the year. During this year of transition, home visitors continued to provide in-person home visits whenever possible, and remained nimble and flexible to switch to virtual or telephonic visits when needed.
2. EFM officially merged with the Direct Assistance for Dads (DAD) Project under the Family Foundations Home Visitation grant and Parents as Teachers model to streamline funding and reporting, and to align and strengthen the relationship between the programs.
2. Despite the ongoing challenges of the pandemic, EFM has continued to keep families engaged in service, and worked to help families adjust and adapt to change. Some family successes include: a family purchasing their first home, children getting the tutoring support they need in school, a client finding meaningful employment, and individuals naturalizing to become citizens of the US.

2021 Key Challenges

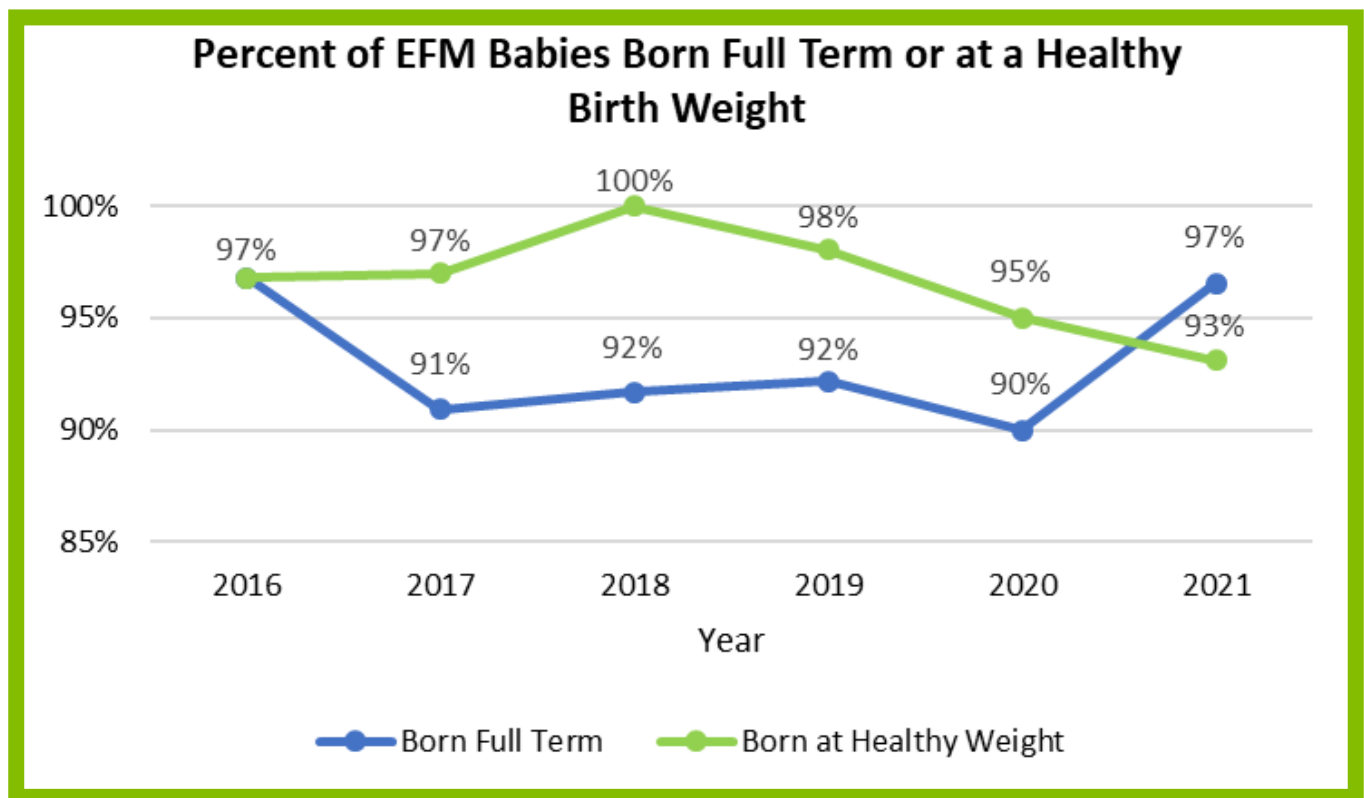
1. With changes in department leadership, EFM continued to be without a dedicated program manager for part of the year, and without a full supervisor team for part of the year.
2. Due to challenges with staff recruitment, retention and the slow hiring process for vacancies, EFM was staffed at 50-65% percent during the year, resulting in less families being enrolled in the program and not meeting capacity goals.
3. The COVID-19 pandemic has only increased the stress and mental health challenges that families are facing. Stigma and cultural beliefs keep people from accepting referrals to mental health services, and the pandemic has only made it harder to access culturally appropriate mental health care when someone is open to a referral.

Empowering Families of Milwaukee (EFM)

Community Health: Maternal and Child Health

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
Family Foundations in Home Visitation (FFHV)*	State of WI-Department of Children & Families	10/1/21-9/30/22	\$1,419,570
City Match-Home Visiting (O&M)*	O&M City Match (Requirement)	10/1/21-9/30/22	\$ 633,772.71

*Grant supports more than one MHD program or initiative; an additional \$28,000 was also allotted for emergency supplies through Federal ARPA dollars from DCF.



Full term: ≥ 37 weeks gestation, Healthy weight: ≥ 2500 grams

Infant Mortality Special Initiatives

Community Health: Maternal and Child Health

Cribs for Kids

The City of Milwaukee Health Department (MHD) became an official Cribs for Kids program site in 2009. The program provides families in need of a crib education on how to create a safe sleeping environment for their babies along with a free Graco Pack'n Play (PnP) portable crib. Families also are provided with crib sheets and a sleep sack and are taught how to properly secure the sheets to reduce sleeping hazards. The MHD conducts clinics multiple times a week.

The Cribs for Kids program receives nearly one thousand referrals from a number of MHD programs and community partners to identify families in need of a safe place for their baby to sleep. Additionally, the program provides trainings and presentations for various agencies on infant mortality and safe sleep practices. As a result, these agencies can provide safe sleep education to the families they serve.

Strong Baby Title V Program

The Strong Baby Title V Program provides training, education, and informs practice on five focus areas — Breastfeeding, Developmental Screening, Healthy Equity, Perinatal Depression and Adolescent Suicide. This program targets relevant entities to build their awareness and practice in these areas. This is including, but not limited to, providing community groups, outreach/educational events, collaborating with health care providers, childcare providers, schools, and community organizations that impact children and families in Milwaukee.

2021 Key Accomplishments

1. Health equity objective: MHD embarked on the strategic planning process that would identify and operationalize the strategic plan for the next five years. Results from this finding came from the BARHII survey and as a result, MHD has contracted with a consultant agency to help MHD strive to become an antiracist organization and provide health equity among all within the department.
2. Breastfeeding objective: Baby café launched summer of 2021 on a virtual platform providing pregnant moms breastfeeding support. Participated in several outreach events throughout the city of Milwaukee such as Mexican fiesta, Juneteenth parade, back to school fairs, blanket of love walk-through baby showers, and the Lamb of God church. Work continued with our in-house programing from the Women, Infants, and Children (WIC) and Birth Outcomes Made Better (BOMB) Doula programs to best serve our pregnant moms.

487

referrals to Cribs for Kids/
Safe Sleep Clinic

401

cribs distributed

75%

of cribs distributed in zip
codes with a high prevalence
of infant mortality

Infant Mortality Special Initiatives

Community Health: Maternal and Child Health

2021 Key Accomplishments, Continued

3. Adolescent suicide: Question, Persuade, and Refer (QPR) sessions continued and now providing trainings with faith-based communities locally on how we can get the church to pass the word around to their congregations. Provided outreach to the fatherhood summit. Provided gunlocks to several communities with the highest violence by zip codes. Continued QPR sessions with local schools such as Ronald Regan high school and Concordia University. With the increased number of pediatric deaths in 2021, this work became a part of pediatric death review team.
4. Developmental screening: Passive outreach done with local libraries and head start agencies on the importance on Ages & Stages Questionnaire (ASQ) assessments. Provided in house training to staff that help with ASQ assessments of children. Worked with Birth to Three to provide an in-house training on what happens once the referral is made to Birth to Three.
5. Cribs for Kids program: Continued 1:1 appointments for safe sleep education classes offered at Southside Health Center and Northwest Health Center. Partnered with the Milwaukee Police Department District 4 for their monthly community awareness listening sessions on what the health department has to offer in terms of infant mortality. Continued the Fetal Infant Mortality Review by interviewing moms who experienced a loss of an infant.
6. Perinatal mental health objective: A training was developed for in house staff to better access clients who are at risk for depression either prenatally or postnatally. Partnered with other local organizations such as Aurora Family Services to better serve clients at risk for depression and the resources that can be provided to them.
7. Staff switched to COVID-19 role duties that included but not limited to, screening, case management and contact tracing. Staff adapted to virtual workflows as a result of this pandemic. The City of Milwaukee Health Department (MHD) took an all-hands-on-deck approach for helping out with this pandemic. Education was constantly provided on a weekly then moving to bi-weekly basis by Dr. Hunter for COVID-19 updates.

2021 Key Challenges

1. Cribs for Kids program: The key challenge continues to be following up with clients after receiving portable cribs through the program, as well as getting clients to come to their appointments. We have provided moms the resources needed for ensuring that their babies have a safe place to sleep once discharged from the hospital. Our program is in constant competition with local Prenatal Care Coordination programs around Milwaukee county that are providing moms prenatal care coordination services and incentives; prompting evaluation of implementing virtual platforms to better meet the needs of our community.
2. Breastfeeding objective: We recently launched our Baby Café in Summer of 2021. While the process was slow and steady, we saw a need to move to weekly cafes beginning 2022. There appears to be a gap of communication within the community for this needed type of service. The pandemic has really halted a lot of our local program with businesses being shut down and seeing clients face to face. Clients are lacking the basic needs of technology in order to access our baby café service virtual. Partnering with other local agencies for breastfeeding support has also been a challenge. We believe coming together as a whole community and providing resources to the community would offer better programming.

Infant Mortality Special Initiatives

Community Health: Maternal and Child Health

2021 Key Challenges, Continued

3. Developmental screening objective: There was a gap in staff for this position for most of the year. Most developmental screening partners' operations were paused due to the pandemic which made it difficult to form productive partnerships and initiatives this year.
4. Adolescent well-being objective: During 2021 there was an increase in adolescent suicide attempts as well as follow-through suicides. This was a result from social isolation with peers and disruptive households that lead many teens to end their life. The challenge continues to be in postvention training. Question, Persuade, and Refer (QPR) sessions are challenging in a sense because the materials provided aren't suitable for all cultures. The pandemic has brought on all types of violence this past year, and our children continue to suffer.
5. Health equity: Our city is still working on the racial equity and inclusion plan. The pandemic continued to impede on the policy, innovation and equity team to move forward with the plans in place. We are still striving to keep our same priority actions that being economic security, inclusive and fair society and positive mental health.
6. Perinatal mental health objective: This position has been vacant for most of the year so progress on this objective has been in a lull; we are hopeful to staff this role as of 2022.
7. COVID-19: As the pandemic continues, the City of Milwaukee Health Department (MHD) is still providing help to the communities to combat the virus. Case management and contact tracing are still taking place. COVID-19 cases were still trending and on the rise; resulting in various mask mandates and vaccine recommendations.

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
Maternal and Child Health	State of Wisconsin, Consolidated Contract	1/1/21-12/31/21	\$432,388
City Match-MCH (O&M) (75% Required Match)	O&M City Match	1/1/21-12/31/21	\$324,291

Birth Outcomes Made Better (BOMB) Doula

Community Health: Maternal and Child Health

The Birth Outcomes Made Better (BOMB) Doula Program was created to support healthy pregnancies and nurture healthy babies in the City of Milwaukee. Through doula services families will have the support and education necessary for a healthy pregnancy and beyond. The program works with pregnant people prenatally at any stage of pregnancy through birth and 12 weeks postpartum, with a focus on the 53206 zip code. This program was created in late 2019 and services launched in late 2020.

What is a Doula?

Doulas are trained professionals who provide non-clinical emotional, physical and informational support for pregnant people, before, during and after labor and birth. During the prenatal period doulas share resources and information about the labor process, facilitate positive communication and self-advocacy. During labor and birth doulas provide hands-on comfort measures to assist with pain management. Doulas also provide post-partum support to help with transitions into parenting, breastfeeding, etc.

92

referrals received

100%

of clients had a
medical home/provider
was established

13%

of infants (among mothers
who enrolled prenatally
before 37 weeks) were born
preterm following program
enrollment

2021 Key Accomplishments

1. The BOMB Doula Program became fully staffed in 2021. The team is comprised of the Program Manager, the Program Coordinator, four City of Milwaukee Health Department Doulas, and three contracted community-based doulas!
2. The BOMB Doula team secured strong community collaborations with birthing centers teams including Aurora Sinai Midwifery Team, Milwaukee Health Services, Froedtert Women's Obstetric team and Ascension Women's Outpatient and Midwifery teams. This is a means of increasing referral pipelines and healthcare integration of doulas.

Birth Outcomes Made Better (BOMB) Doula

Community Health: Maternal and Child Health

2021 Key Accomplishments, Continued

3. The entire BOMB Doula team became trained lactation providers (Certified Lactation Educator, Certified Breastfeeding Specialist, International Board Certified Lactation Consultant)
4. The BOMB Doula Program was awarded a new grant from the Wisconsin Partnership Program (UW extension) to provide doula services to strengthen black communities; a direct connection to the work done to curtail infant mortality in Milwaukee!

2021 Key Challenges

1. Building awareness and education around the role of the doula in the perinatal period – to clients and community stakeholders. This has been a large part of the culture shift of the community's lens on non-clinical birthing options.
2. Increasing breast/chest feeding duration. When clients leave the hospital, they discontinue breastfeeding due to pressure to formula feed.
3. Data collection- The current database platform (Quickbase) was developed and tailored to the BOMB Doula program. With the development of the program came refinement of metrics and meaningful data which has presented challenges for continuously re-learning/re-adapting to data workflows for the team.
4. Recruitment for Community Based Doulas – Through our current Department of Health & Human Services (DHHS) County Grant our goal was to recruit upwards of 12 Community Based Doulas (CBDs) (who are ideally from 53206/representative of the community) to do contracted Doula services to birthing people in 53206. This was a difficult recruitment in lieu of finding a very niche candidate pool and subsequently getting them fully trained in our 20 session CBD training process.

2021 Active Grants	Funder	Grant Period	Amount Over
<i>Strengthening Community Solutions to Improve Black Maternal and Infant Health</i>	Wisconsin Partnership Program	12/1/2021 – 11/30/2023	\$107,950
Department of Health & Human Services County Grant	Department of Health & Human Services – Milwaukee County	1/1/2021- 12/31/2022	\$52,000

Parents Nurturing and Caring for Their Children

Community Health: Maternal and Child Health

Parents Nurturing and Caring for their Children (PNCC) is a home visiting program aimed at helping pregnant women and their families access medical, social, educational and other needed services during the prenatal period as an intervention to promote a healthy pregnancy and healthy baby. PNCC services are provided voluntarily during pregnancy and for the first 60 days following delivery. Services include outreach, health assessments and information, care plan development and goal setting, advocacy, ongoing care coordination and health education and nutritional counseling as well as breastfeeding support. All Medicaid eligible pregnant women who are interested in learning more about having a healthy baby are eligible to participate in PNCC. This program serves the City of Milwaukee residents regardless of insurance eligibility.

62%

of families and clients who
were referred were then
enrolled

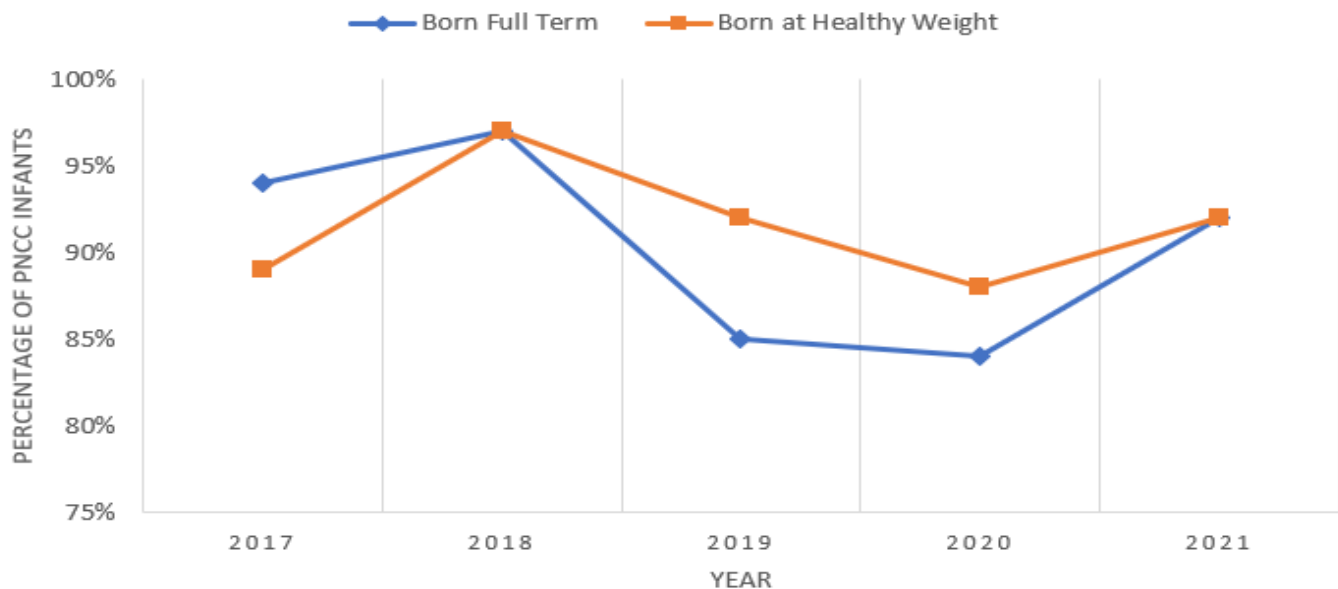
61%

of mothers in PNCC initiated
breastfeeding

36

infants were born and
enrolled in PNCC

BIRTH OUTCOMES OF PNCC INFANTS



Parents Nurturing and Caring for Their Children

Community Health: Maternal and Child Health

2021 Key Accomplishments:

One key accomplishment was the implementation and use of the electronic health record (Patagonia) for referral intake and processing which allows central intake to process and connect with families in need of a home visiting program within 48 hours compared to two or more days. Another major accomplishment was officially creating a collaborative agreement between Parents Nurturing and Caring for their Children (PNCC) and Children's Service Society of Wisconsin (CSSW) that will last two years in order to improve the quality and availability of services for children and families in Milwaukee County, including pregnant women. During the COVID-19 pandemic we continued to provide resources, education, and case management through home, drop off, telephonic and virtual visits in order to meet the increasing needs for City of Milwaukee high risk pregnant woman.

2021 Key Challenges:

One key challenge was connecting families to resources needed as the demand for basic needs, like diapers, wipes, housing and food, skyrocketed during the COVID-19 pandemic. PNCC found it challenging to find open food pantries, shelters, and essential baby needs as shelters were limiting attendants, food pantries decreased days open and staffing, and several community services open and closed for weeks or months dependent on COVID-19 community spread numbers.

91

depression screenings
were conducted for
mothers (EPDS scale)

26

Ages & Stages
Questionnaire (ASQ)
screenings
completed for
families enrolled

22

mothers enrolled in
PNCC initiated
breastfeeding

8%

of infants enrolled in
PNCC were born
before 37 weeks

Newborn Screenings: Newborn Hearing

Community Health: Maternal and Child Health

The Newborn Hearing program aims to identify hearing impairment early to provide timely intervention to ensure children reach their highest potential. The Public Health Nurse Coordinator (PHNC) for the Newborn Hearing Program covers the Southeast region of Wisconsin which accounts for half of all the babies diagnosed with permanent hearing impairment. The PHNC case manages and screens newborns that are born in the home, failed their first newborn hearing screen, left the hospital without a screen, or are lost to follow-up with their primary care physician. If an infant is found with any degree of hearing impairment, the PHNC ensures that a referral is made to an early intervention program like Children's Hospital of Wisconsin (CHW).

2021 Key Accomplishments

Newborn Hearing implemented the use of the electronic health record for all babies screened by the regional outreach specialist in southeastern Wisconsin. Continued and enhanced communication between the regional outreach specialist and the multidisciplinary care team through implementation of scheduled bi-weekly meetings for case collaboration, monthly reminder calls and/or emails to birthing units and audiology clinics for queue updates, partnering with primary care providers in order to conduct hearing screenings in their clinic site after a child's own clinic visit despite the many COVID-19 barriers associated with the pandemic.

2021 Key Challenges

Staffing shortages and/or turnover of staff across southeastern birthing units caused a delayed entry of hearing screening results and queue updates for screening results therefore additional outreach efforts to birthing units and midwives had to be done in order to identify babies who actually needed additional follow-up vs those awaiting results to be entered into a queue.

922

referrals were received
(Newborn Hearing Program)

305

babies, on average, were
managed per month
(Newborn Hearing Program)

41

babies had confirmed hearing
loss by audiology

6

babies were screened by the
Regional Outreach Specialist

Newborn Screening: Congenital Disorders

Community Health: Maternal and Child Health

The Congenital Disorder Screening program uses blood from a heel prick to identify 44 different genetic, endocrine and metabolic disorders. If not diagnosed in a timely manner, they could lead to cognitive delays, brain damage, illness or death. The Public Health Nurse Coordinator (PHNC) performs some blood draws on newborns that were not screened before they left the hospital, but the majority of the screens are for newborns that need retesting. More specifically, a retest is completed when there was a problem with the way the first blood sample was collected or the test result was abnormal. The PHNC also will perform confirmatory blood draws on newborns suspected of having a sickling disorder. In addition, the case managers ensure that newborns diagnosed with sickle cell disorder, hypothyroidism and cystic fibrosis are connected with specialty clinics and that parents are educated on the complexities of the diagnosis.

2021 Key Accomplishments

Newborn Screening (NBS) Congenital Disorders implemented the use of the electronic health record Patagonia into practice. Development and Implementation of email referral process between Milwaukee Health Department and Wisconsin State Lab of Hygiene in order to process referrals in a more efficient manner and quicker time frame.

2021 Key Challenges

A key challenge was staff being trained as back up for the program left the health department; thus training of a new back up needed to be completed.

100%

of infants were triaged within
2 days of receiving referral

100%

of infants identified with a
sickling disorder on newborn
screening were seen at
Children's Hospital of
Wisconsin by four months of
age

140

referrals were received from
newborn screening

11

infants were identified with
sickle cell through NBS and
were case managed

Women, Infants, and Children Nutrition

Community Health: Maternal and Child Health

The City of Milwaukee Health Department (MHD) Women, Infants, and Children (WIC) program promotes and maintains the health and well-being of nutritionally at-risk pregnant, breastfeeding, and postpartum women, infants, and children up to age five. The four main goals of the program are to provide nutrition education, breastfeeding education and support, supplemental nutritious foods, and community referrals to its participants.

In addition to prescribing specifically tailored monthly food packages to participants, an added seasonal benefit is the Farmer's Market Nutrition Program (FMNP), which provides \$30 in vouchers to spend at local farmer's markets. Additionally, the MHD WIC Program also seeks to coordinate additional services that parallel other public health priorities, such as educating families on healthy birth spacing and providing blood lead testing to children.

The MHD WIC program aims to serve at least 95% of its monthly contracted caseload of approximately 7,299 participants. Geographically, the MHD WIC program operates at all three health department locations targeting participants in the central, northwest, and southern urban areas of Milwaukee.

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
WIC Operations	State of Wisconsin, Department of Health Services	1/1/21-12/31/21	\$1,391,091
WIC-Farmer's Market	State of Wisconsin, Department of Health Services	1/1/21-12/31/21	\$11,458
WIC Outreach	State of Wisconsin, Department of Health Services	1/1/21-12/31/21	\$39,767
WIC Breastfeeding Peer Counselor (BFPC)	State of Wisconsin, Department of Health Services	1/1/21-12/31/21	\$74,273

Women, Infants, and Children Nutrition

Community Health: Maternal and Child Health

2021 Key Accomplishments

Continued provision of Women, Infants, and Children (WIC) services and food benefits to families throughout entire pandemic period, leading to no lapses in benefits provided to WIC families. Exceeding 95% of the grant goal of serving the contracted caseload. Awarded the opportunity to take part in statewide grant initiative sponsored by Tufts University to serve as a control group agency to evaluate a modernized online nutrition education platform. Efficiently implemented and communicated key changes WIC families regarding an increase in WIC's monthly fruit & vegetable benefit.

2021 Key Challenges

Lag times in program operational areas outside of the Milwaukee Health Department, in particular, significant delays in hiring and processing overdue salary reclassifications, adjustments and errors. The WIC physical presence waiver in place for the entire year limited the ability to engage in-person with families and gather necessary anthropometric & blood data, including lead testing. Additionally, there continues to be a recall on capillary blood lead testing supplies. The ebbs and flows of the pandemic have limited the ability for physical outreach to improve WIC recruitment and retention efforts.

87,269

participants were enrolled

10,590

nutritional lessons were
provided to participants

6,365

referrals received

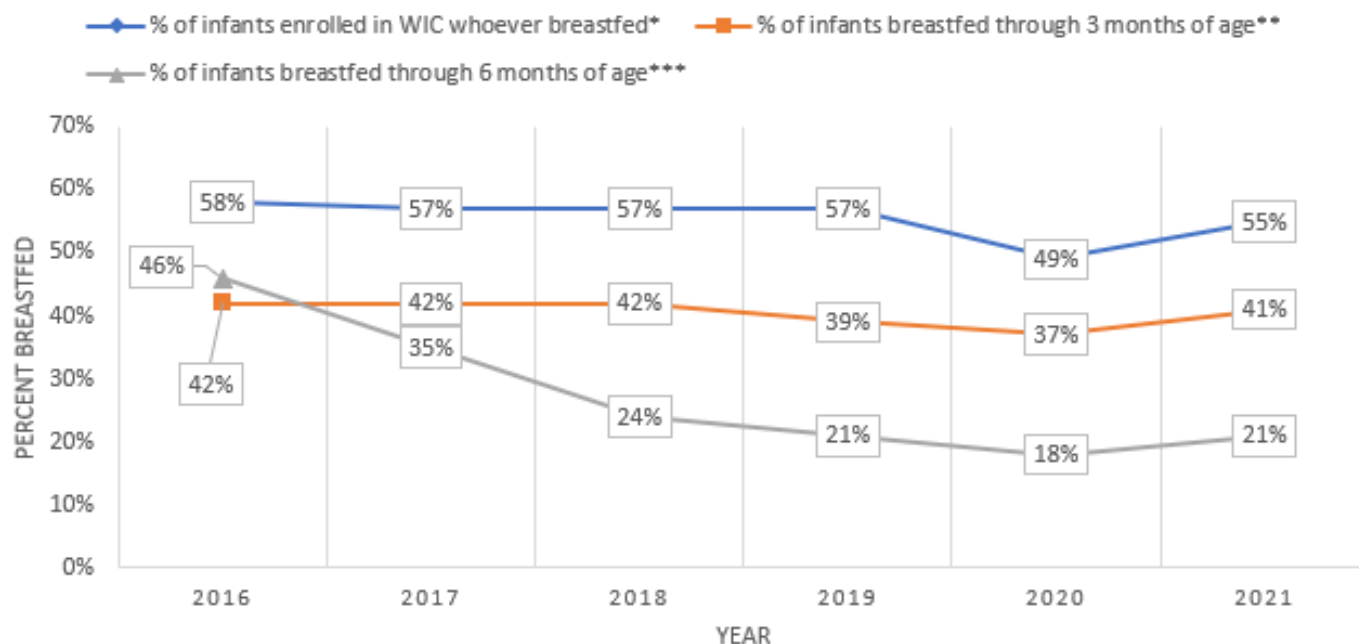
\$2,329,660

in WIC benefits were
distributed (dollar amounts
redeemed)

Women, Infants, and Children Nutrition

Community Health: Maternal and Child Health

PREVALENCE AND DURATION OF BREASTFEEDING AMONG INFANTS ENROLLED IN WIC



Breastfeeding

2021 was the first full year implementing the Breastfeeding Peer Counselor Program. This resulted in a 4.3% increase in breastfeeding incidence at three months and 3.1% increase at six months.

Office of Violence Prevention

The Office of Violence Prevention (OVP) advances strategies through partnerships that strengthen youth, families, and neighborhoods. Community-wide prevention is the most effective, long-term solution to violence, and OVP facilitates multidisciplinary, population-level approaches to influence the social, behavioral, and environmental factors that contribute to violence. OVP brings together agencies, experts, and community resources on efforts that reduce domestic and intimate partner violence, sexual assault, child abuse, human trafficking, and children witness to violence, gun violence, interpersonal violence, intentional injury, homicide, and more.

Current initiatives include:

Blueprint for Peace: The Blueprint for Peace is Milwaukee's comprehensive violence prevention strategy. The Blueprint planning process was completed in Fall 2017. The six goals and thirty strategies contained in the Blueprint were informed by the input of over 1,500 Milwaukee residents, including youth.

10,000

gun locks distributed

623

community members
trained

92

agencies engaged through
the Milwaukee Commission
on Domestic Violence &
Sexual Assault

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
The Milwaukee Safer Communities for Youth Project	US Department of Justice	10/1/20 – 9/30/23	\$500,000
ACE/R	CDC	3/1/22 – 6/30-25	\$88,234

Office of Violence Prevention

Current initiatives include:

ReCAST Milwaukee: ReCAST MKE is a five-year effort funded in 2016 and again in 2021 by the federal Substance Abuse and Mental Health Services Administration to promote healing and restorative practices among youth ages 12-24, and their families. It aims to reduce the impact of trauma in Milwaukee by enhancing individual and community resilience, building the capacity of organizations to have healing focused care practices, and strengthening collaboration between institutions and community.

Commission on Domestic Violence and Sexual Assault: The Commission on Domestic Violence and Sexual Assault is one of the oldest commissions in the country established by city ordinance. It is comprised of domestic violence and sexual assault survivors, prevention advocates, service providers, and system partners including criminal justice, law enforcement, and corrections. The Commission focuses on improving the collaboration between system and community partners, and advocates for policies that enhance prevention and protect survivors.

Safe Visitation and Exchange: The Safe Visitation and Exchange Center is a partnership between the Office of Violence Prevention (OVP), Children's Hospital of Wisconsin, Legal Action, and Sojourner Family Peace Center. The center provides a safe space for families impacted by domestic violence to conduct supervised visitation and exchanges of children. The program is funded by a Justice for Families Grant through the U.S. Department of Justice.

Trauma Response Initiative: The Trauma Response Initiative links children who have been exposed to trauma or violence with resources. The Trauma Response Team provides support and guidance for children and families and may recommend additional services such as counseling or therapy. In addition to OVP's role, partnerships include Milwaukee County Children's Mobile Crisis, the Milwaukee Police Department, and the Milwaukee Fire Department.

2,000

copies of the Blueprint for
Peace were distributed

1,341

youth and families served
by ReCAST Milwaukee

90

supervised exchange services
provided through the Safe
Visitation & Exchange
program

194

families engaged through the
Trauma Response Initiative

Office of Violence Prevention

Current initiatives include:

414Life: 414Life is a program that uses a public health approach to preventing violence. This program is modeled after Cure Violence, a successful violence prevention effort implemented in multiple cities around the world. The model engages credible messengers from the community to engage in prevention-based outreach and targeted conflict mediation. The program's outreach workers interrupt and prevent violence in targeted neighborhoods while spreading conflict mediation skills. Through partnerships with local hospitals, the team is trained to provide support to families, friends, and survivors of gun violence in local hospitals and the surrounding communities.

Community Engagement: The Office of Violence Prevention (OVP) hosted or sponsored more than two dozen community events and presentations focused on violence prevention and healing.

Coaching Boys to Men: This program engages athletic coaches in presenting a sexual assault prevention curriculum to student athletes.

66

violence interruptions
provided through the 414Life
program

28

participants involved in the
414Life program

100

community engagement
events and briefings

7,000

Facebook followers
(cumulative)

Office of Violence Prevention

2021 Key Accomplishments

Distributed 10,000 gun locks within the community which includes residents, community organizations, community-based events, health centers, etc. Coordinated joint efforts with Family Violence Program to facilitate Summer of Healing (provided resources and information centered on suicide prevention and wellness) . Collaborated with local suicide coalition and Milwaukee Public Schools (MPS) to provide suicide prevention training to the community. Worked with the Milwaukee Police Department (MPD) on Community Oriented Policing SOP. Facilitated six-part Blueprint Boot Camp Series. Developed “Train the Trainer” model on community organizing and engagement with Prevention Institute under ACE|R grant. Facilitated sessions in Sherman Park and Amani neighborhoods. Completed final year of 2016 ReCAST grant and was awarded a new five-year ReCAST grant for 2021. Received \$3 million in City-allocated American Rescue Plan Act (ARPA) and \$8.4 million in State allocated ARPA funds to be expended through 2026.

2021 Key Challenges

Limited access to in-person events and meetings with community members due to COVID-19. Staff vacancies and the lengthy city processes to re-fill positions. Limited amount of staff to complete various components of our work (e.g., data reports, budget monitoring and finance related duties).

17,631

414Life website views

15,614

OVP website unique views

27

emergency referrals &
assistance: Family Violence
Prevention

22

community engagement
efforts/events: Family
Violence Prevention

Consumer Environmental Health

Environmental Health

The City of Milwaukee Health Department promotes safe food preparation and service, ensures safe tattooing and body art practices and protects consumers from fraudulent practices in commercial transactions involving determinations of quantity through its Food Inspection, Tattoo and Body Art Inspection and Weights & Measures programs.

Each year, the Food Inspection Program conducts annual and periodic inspections of the over 3,000 food service establishments, 600 mobile vendors and 600 temporary events in the City of Milwaukee. Along with regulating establishments, specialists provide training to food service managers on safety and sanitation, investigate complaints and illnesses associated with establishments, review plans and conduct pre-occupancy inspections of new or remodeled establishments, provide food and safety consultations and develop and implement policies to support food safety.

Along with the prevention of foodborne illness, inspectors work to decrease the risk of blood-borne diseases such as Hepatitis B, Hepatitis C and HIV from tattoo or body art practices. The Tattoo and Body Art Inspection Program conducts inspections to ensure that tattoo, permanent makeup and body piercings are done in a sanitary and sterile manner. The Weights & Measures Program works to protect Milwaukee consumers' pocketbooks by monitoring retail businesses to ensure that devices such as scales and scanners are accurately determining the price of goods sold by weight.

In 2021, the program functioned intermittently between its normal duties and COVID-19 related work. Staff will start to transition more fully to their routine Consumer Environmental Health (CEH) work in 2022 and the program anticipates resuming pre-COVID operational output by 2023.

1,649

routine food inspections
completed

290

temporary event inspections
completed

224

mobile food inspections
completed

481

pre-licensing inspections
completed

Consumer Environmental Health

Environmental Health

2021 Key Accomplishments

1. The program functioned intermittently between its normal duties and COVID-19 related work. Consumer Environmental Health (CEH) staff played a key role in the implementation of and continued enforcement of COVID related orders so Milwaukee businesses could remain open and operate safely.
2. Staff continued the development of safety plans for restaurants, bars, entertainment venues, schools and more public locations, completed COVID compliance checks at facilities for which we received complaints, assisted with vaccination clinics, delivered groceries to families in need, checked for safe operations at community meal sites and assisted businesses experiencing outbreaks within their workforce due to COVID including contact tracing and case management.
3. Hired three new inspection staff and one employee returned to the food inspection program.
4. Established in-person quarterly meetings in 2021 as a way to connect staff and host trainings for personal development and programmatic growth. New relationships with local business owners allowed us to venture into a new space for the final staff meeting of the year.
5. Upper management acknowledged the stresses experienced by staff from previous years and some former program leadership. Management dedicated time to move forward by promoting open and honest discussions with the Deputy Director and Division Director of CEH during in-person quarterly staff meetings.

2021 Key Challenges

1. Staffing shortages and changes in both management and field staff caused challenges. Several staff left for external jobs as they were burnt out from an especially challenging year and for lack of promotional opportunity. Additionally, there were significant changes in both program and departmental leadership during the year that increased staff anxiety and stress.
2. Staff experienced a noticeable decline in morale. Due to the long hours, continued scrutiny of the program by the media, lack of wage increases, significant personal losses in multiple employee's families and overall pandemic fatigue, staff are burnt out and feeling underappreciated.
3. Continued staffing shortages in the program and city-wide caused challenges. Departments across the city experienced staffing shortages which caused delays in services being provided. For CEH, these delays especially affected the amount of time it took to successfully open an establishment.

Consumer Environmental Health

Environmental Health

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
Validation and Verification of Retail HACCP Course	AFDO	1/1/21 – 12/31/21	\$2,400
Advancement of Equipment Compliance with Standard 8	AFDO	9/1/21 – 12/31/22	\$23,429



551

complaints investigated

149

Operator Safety
Education sessions
held

36

Tattoo & Body Art
inspections completed

1,123

Weights & Measures
devices inspected

Home Environmental Health

Environmental Health

The Home Environmental Health (HEH) Division of the City of Milwaukee Health Department (MHD) consists of four complimentary programs that together aim to keep children and families healthy and safe from lead:

The Lead Hazard Reduction Program

This program provides comprehensive investigations children screened and identified with elevated blood lead levels. Children with high levels of lead are provided nurse case management and the source of the child's exposure is identified in the child's environment through lead inspection and risk assessment. Wisconsin Statute 254.155 (2m) requires that orders are issued to abate lead hazards identified when local health departments are responding to a lead poisoned or lead exposed child. If lead hazards are identified, written orders are issued, the department monitors the hazard abatement by a state certified lead abatement contractor and assures the hazard is mitigated through clearance testing. The division administers grants to assist property owners with the expense of lead hazard abatement.

Public Health Nurse Case Management Program

This program provides family-centered case management to assess early childhood developmental, nutritional, and medical needs of children with lead poisoning. Education is provided on lead hazards in the home setting along with strategies to reduce and minimize continued exposure. Public Health Nurse Case Managers conduct in-person home visits, virtual and telephone visits to engage families in the development and implementation of individualized child care plans. Collaboration with program Lead Risk Assessors assure lead safe housing for families with lead poisoned children, and for future families who may move into the same housing. Connections to community resources for developmental, social, and family needs, promotes optimal school readiness and supports educational achievements. The program works to educate the community and medical providers around the risks of lead and the need to screen children for lead poisoning.

121

risk assessments
completed

282

permits issued

284

orders issued

87

new children referred for nurse
case management

Home Environmental Health

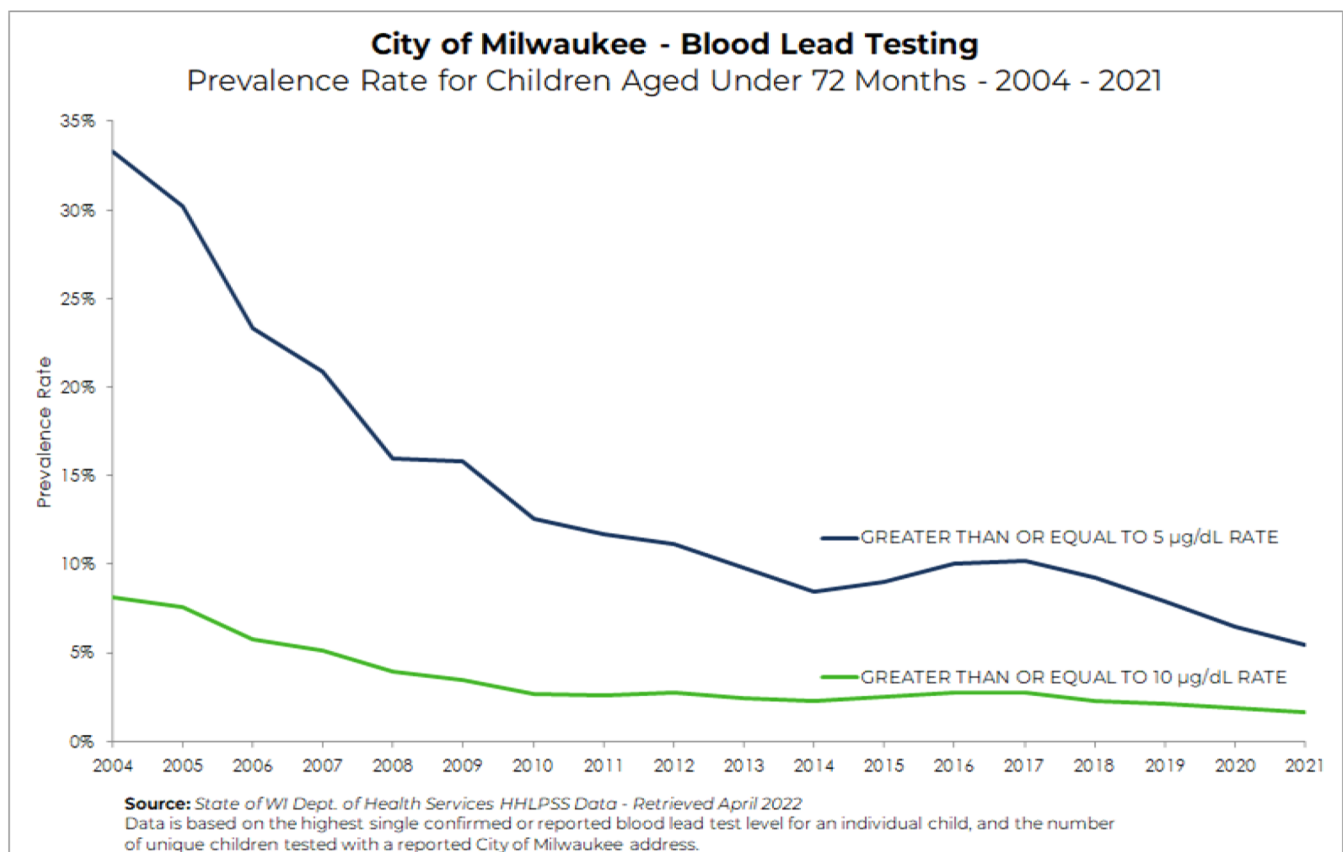
Environmental Health

Healthy Homes Program

The Healthy Homes Program provides the required comprehensive assessment of 29 health and safety hazards as outlined by the U.S. Department of Housing and Urban Development (HUD). The program manages healthy homes projects from initiation to closure by distributing financial assistance to remediate hazards, providing a comprehensive health and safety investigation, developing scopes of work to address primarily non-lead hazards, collaborating with contractors to perform the work, monitoring ongoing projects, and providing final review of projects. This program works closely with internal and external partners, to protect the health and safety of children and families.

Drinking Water Safety Program

The Drinking Water Safety Program provides ongoing education and awareness to support city-wide efforts centered on lead in water issues. The program manages water filter distribution by collaborating with internal and external partners to ensure filters are distributed to targeted populations and manages water testing at homes where a child has been lead poisoned. This program ensures children and families receive the education and testing necessary to understand potential hazards due to lead in water.



Home Environmental Health

Environmental Health

2021 Key Accomplishments

1. Home Environmental Health (HEH) extensively documents its work and tracks key indicators. The division increased the functionality of QuickBase, the database system used by HEH for data utilization, internal auditing and case management. The database improvements increase the ability of the HEH to track key performance indicators and allowed for the publication of the HEH public dashboard in 2022.
2. When HEH finds lead hazards during an investigation, court orders are written to the property owner mandating the owner removes or repairs the lead hazards. These lead orders are now publicly available on the City of Milwaukee's land management system (LMS) (Accela) for increased transparency.
3. HEH developed a stronger, more collaborative relationship with the State of Wisconsin Department of Health Services. This collaborative effort improved lead risk assessment reports, LRA trainings, and more.
4. HEH implemented the additional recommendations from 2020 PHF audit report.
5. HEH has a stronger leadership structure. HEH managers that have spent the last few years rebuilding the program were given the support to continue advancing the work of HEH. New leadership positions will be added to the program in 2022.

2021 Key Challenges

1. HEH experienced continued staffing challenges during the pandemic:
 - Current city salaries for positions in HEH are not at market rate. As a result, it makes it difficult to fill public health nurse and lead risk assessor positions.
 - Due to the inability to pay market rate salaries, there is continued attrition of public health nurses and Lead Risk Assessors (LRAs) to other positions/employers.
 - In the fall of 2021, HEH intended to lower the blood lead intervention level to 10 µg/dL and above from 15 µg/dL and above. However, due to staff attrition and challenges in hiring new staff, the intervention level will not be lowered until 2022.
2. The City of Milwaukee needs an enforcement strategy of lead orders that is stronger, more flexible, and increases revenue from violations by rental owners. HEH will work with the City Attorney's office and other departments to:
 - Increase reinspection fees to hold property owners accountable for the costs of lead abatement.
 - Increase flexibility in the enforcement process to increase compliance with owners willing to correct violations.
 - Increase involvement of Office of the City Attorney and the Municipal Courts to increase compliance.

Home Environmental Health

Environmental Health

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
HUD LHRD Grant	US Department of Housing and Urban Development	1/2/2020 – 4/1/2024	\$5,600,000.00
CDBG (Abatement)	City of Milwaukee CDGA	1/1/2021 – 12/31/2021	\$1,500,000.00
CDBG (Prevention)	City of Milwaukee CDGA	1/1/2021 – 12/31/2021	\$690,000.00
Consolidated Contract	State of Wisconsin DHS	1/1/2021 – 12/31/2021	\$255,662.00

19,175

children under 72 months of age with a reported blood lead test

23,530

reported blood lead tests for all children

305

children under 72 months of age with a reported blood lead test greater than or equal to 10 µg/dL

57.8%

children 12 to 35 months of age with at least one reported blood lead test

Emergency Preparedness and Environmental Health

Environmental Health

Emergency Preparedness

The Emergency Response Preparedness Program builds departmental and community resilience to a wide array of hazards. Staff are responsible for development of emergency response plans and protocols, internal and external resource identification and coordination of assets that may be deployed or managed by the City of Milwaukee Health Department (MHD) during both man-made (i.e. bioterrorism, hazardous material release) or naturally occurring (i.e. communicable disease outbreaks, extreme weather/natural disasters, critical infrastructure incapacity or destruction) public health emergencies. MHD works with other public, private and non-profit agencies to improve public health emergency planning and response and provides technical and operational support during department response to emergency events.

Bioterrorism

MHD helps coordinate inter-agency and inter-jurisdictional planning and response throughout a two-county area. Partners in regional preparedness include other local health departments, Wisconsin Division of Public Health (DPH), Wisconsin and County Offices of Emergency Management, Federal Bureau of Investigation (FBI), Federal Emergency Management Agency (FEMA) Region V, Milwaukee Fire Department (MFD), Milwaukee Police Department (MPD) and others. As part of the Centers for Disease Control and Prevention (CDC) Cities Readiness Initiative (CRI), MHD develops, tests and maintains plans to rapidly receive medical countermeasures (e.g. antibiotics, vaccines, antivirals) from the Strategic National Stockpile (SNS) and distribute them to the public through Points of Dispensing (PODs) in the event of a large-scale public health emergency.

124,791

COVID-19 tests performed (PCR)
at community testing sites

216,853

total COVID-19 vaccinations
administered (all sites)

19,414

COVID-19 vaccinations
administered at mobile
vaccination sites

568

mobile vaccination clinics
completed

Emergency Preparedness and Environmental Health

Environmental Health

Communicable Disease Outbreaks

Emergency Preparedness plans for and executes response efforts regarding local and regional disease outbreaks. The City of Milwaukee Health Department (MHD) Communicable Disease program helps coordinate disease surveillance throughout Milwaukee County through SurvNet and the Wisconsin Electronic Disease Surveillance System (WEDSS). Preparedness activities in previous years have included participation in the Zika Action Plan Committee 2016-2017 and mobilization of resources surrounding the 2014-2015 Ebola outbreak. Planning and exercising response plans for pandemic influenza is a key part of public health preparedness. The most recent responses took place during the 2009-2010 H1N1 influenza pandemic and the current and ongoing COVID-19 (Coronavirus) pandemic, necessitating the establishment of an isolation facility, community mass testing sites and place-based testing clinics; respirator fit testing for numerous personnel; personal protective equipment (PPE) and grocery distribution; and provision of guidelines and hazard assessments for workplaces, congregate shelters, churches, events and election sites.

Extreme Weather

MHD helps coordinate and convene the regional Milwaukee Metropolitan Area Heat Task Force (MHTF). Over 40 active members include governmental agencies at the municipal, county and state level and diverse private, non-profit and community-based organizations. The MHTF develops, maintains and implements plans to provide a coordinated, community-based response during a heat event. Active steps include public health messaging and rapid coordination with public and private entities to stand up shelters for extreme weather events. MHD issues alerts for members ahead of a forecast or actual event to activate both internal and public safety plans. MHD also maintains the Milwaukee Extreme Cold Event Emergency Operations Plan to address the public health hazards associated with extremely cold temperatures and wind chill levels.

Hazardous Materials

Emergency Preparedness and Environmental Health is notified and occasionally consulted by the Milwaukee Fire Department (MFD) HAZMAT unit in the event of serious hazardous material releases. Emergency Preparedness staff sit on the Local Emergency Planning Committee (LEPC) which carries out mandates of the Emergency Planning and Community Right to Know Act. The committee inspects facilities that are required to submit hazardous inventories and emergency plans to compare the safety and readiness initiatives described in the plans to observations in the facilities. Plans are formally reviewed and approved every four to five years for hundreds of facilities in and near the City of Milwaukee.

Emergency Preparedness and Environmental Health

Environmental Health

2020-2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
Public Health Preparedness*	State of Wisconsin, Department of Health Services	7/1/20 – 6/30/21	\$319,908
City Readiness Initiative*	State of Wisconsin, Department of Health Services	7/1/20 – 6/30/21	\$177,098
CDC COVID-19 Response	State of Wisconsin, Department of Health Services	3/5/20 – 3/15/21	\$319,908

2021-2022 Active Grants	Funder	Grant Period	Amount Over Grant Period
Public Health Preparedness*	State of Wisconsin, Department of Health Services	7/1/21 – 6/30/22	\$331,934
Cities Readiness initiative*	State of Wisconsin, Department of Health Services	7/1/21 – 6/30/22	\$215,219

*Grant supports more than one MHD program or initiative.

254

COVID-19 Isolation
Facility occupants
served

45,510

COVID-19 Hotline phone
calls fielded

709

neighborhood canvassing
vaccinations
administered

443

households that received
grocery services

Emergency Preparedness and Environmental Health

Environmental Health

Environmental Health

Environmental Health utilizes a combination of surveillance, health promotion, enforcement and assessment to prevent disease and injury, eliminate the disparate impact of environmental health risks and threats on population subgroups and create health-supportive environments where everyone in Milwaukee has an equal chance to thrive. Projects and areas of investigation include: indoor and outdoor air quality, animal bites and rabies control, climate change and extreme weather, recreational and drinking water quality, human health hazards, mosquito surveillance and control, carbon monoxide poisoning prevention and education and brownfield and vapor intrusion investigations.

Climate Change and Health

To enhance regional awareness of climate change mitigation, adaptation and resilience activities, the City of Milwaukee Health Department (MHD) has partnered with the Environmental Collaboration Office (ECO), Wisconsin Department of Health Services Climate and Health Program and numerous community organizations. Together, MHD and Reflo Sustainable Water Solutions have worked to support climate change adaptation and promote community health and health equity by sustainably improving food security, decreasing storm-water runoff and decreasing carbon emissions associated with transportation of food, water treatment and transmission. Through a collaborative project, Reflo has partnered with several Milwaukee community gardens to provide rainwater harvesting structures. As part of the project, MHD hosted seven educational sessions to engage and educate the public about climate change, water and health.

27

COVID-19 Hazard Assessments
conducted

139

beach water samples collected
for pathogenic testing

102

water quality advisories issued
for City of Milwaukee beaches

22

closures of
individual beaches

Emergency Preparedness and Environmental Health

Environmental Health

Mosquito Surveillance and Control

West Nile Virus (WNV) is a mosquito-borne virus that can cause a range of illnesses. Most people infected (about 80%) have no symptoms. Others, however, experience flu-like symptoms with a possible rash and swollen glands. Less than 1% of cases include more serious neurological symptoms and about 5% of cases are fatal. The City of Milwaukee Health Department (MHD) WNV Surveillance and Control Program consists of public education and outreach and surveillance (monitoring human, wild bird, mosquito, and other animals for viral activity).

Recreational Water Quality and Beach Monitoring

MHD operates from Memorial Day through Labor Day to monitor water quality at each of the city's three public beaches and issues daily water quality notifications to the public. Testing and advisories also are conducted for special event venues such as Lakeshore State Park and Veteran's Park Lagoon. Through a continued partnership with the University of Wisconsin-Milwaukee Zilber School of Public Health's Miller Laboratory (ZSPH), water samples are collected and analyzed at both ZSPH and MHD laboratories.

Analysis determines the levels of E. coli, a micro-organism, present in the water. While E. coli is normally found in bodies of water, elevated levels can raise health concerns. In addition, combining test results with a model that uses a variety of beach conditions such as water temperature, wind direction, wave height and more allows MHD staff to predict the E. coli value and issue public notifications daily online and at each beach.

Harmful Algal Blooms (HABs) are a potential health threat in recreational waters. Emergency Preparedness and Environmental Health coordinates efforts to provide monitoring and management to protect people from exposure to HABs at Veterans Park Lagoon, a popular recreational water body on Milwaukee's lakefront. Working with the MHD laboratory, Miller Laboratory at ZSPH, Milwaukee County Parks and private stakeholders, routine testing is performed to identify cyanobacteria and toxin levels. Appropriate advisories and closure notifications with timely public messaging regarding water quality and information to ensure recreational users can recognize symptoms of algal bloom exposure.

Summerfest Grounds Water Quality Program

MHD has enjoyed a long-standing partnership with Milwaukee World Festival, Inc. to ensure safe, portable water for food operations and millions of festival-goers in a typical year. Water is strategically sampled and tested from several points in the supply system weekly from approximately the first week of May into early October. Any areas of concern can be quickly and effectively treated for a safe and worry-free event.

Emergency Preparedness and Environmental Health

Environmental Health

Environmental Health Investigation, Consultation, and Remediation

The Environmental Health program regularly performs environmental investigations of varied duration and complexity in response to citizen/business complaints and reports from The Milwaukee Fire Department (MFD), Department of Health Services (DHS), Department of Natural Resources (DNR) and other agencies. These principally relate to fugitive odors or other known or suspected chemical contaminations, such as carbon monoxide exposure incidents or vapor intrusion from leaking underground storage tanks. Sometimes the issue may be resolved through a phone or in-person consultation. Other situations involve ongoing known environmental problems and may require months or years of surveillance, inter-agency coordination, and public messaging. Additionally, the program carries out needle and other infectious waste removal in public spaces.

The program conducts phone and walk-in consultations with citizens expressing health concerns related to mold or other factors affecting indoor air quality, drinking water quality, scabies, lice, bedbugs, etc. Satisfactory resolution may involve self-help information or referrals to healthcare, other City departments or community assistance agencies.

Animals Bites and Rabies Control

Rabies exposure (in both humans and pets) is a significant subset of health investigations in which the City of Milwaukee Health Department (MHD) takes a central role in protecting citizens' health. All reports of possible domestic, feral or wild animal exposures are reviewed. When indicated, animal specimens are shipped to the Wisconsin State Lab of Hygiene for testing. Program staff consults with and advises healthcare professionals and patients on post-exposure prophylaxis decisions. In addition, quarantines of pets are ordered and monitored when possible exposure occurs through unvaccinated domestic, feral or wild animal contact.

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
Beach Monitoring*	State of Wisconsin, Department of Natural Resources	4/1/21 – 11/30/21	\$10,500

Emergency Preparedness and Environmental Health

Environmental Health

2021 Key Accomplishments

1. Stood up mass vaccination site at Wisconsin Center with more than 160,000 COVID-19 vaccinations administered. The City of Milwaukee Health Department (MHD) later partnered with the Federal Emergency Management Agency (FEMA) to continue operations and administration.
2. Stood up enduring mass vaccination clinics at Milwaukee Public Schools North Division and South Division High Schools to target vaccine access for high-priority ZIP codes.
3. Supported area shelters in COVID-19 response efforts. Provided vaccinations, testing, isolation at shelter or transport to MHD Isolation Facility.
4. Actively involved with Milwaukee Shelter Task Force and Milwaukee Health Care Partnership projects.
5. Initiated homebound vaccination program for medically vulnerable residents living in Milwaukee County, in partnership with Milwaukee Fire Department (MFD). As part of home visit, MFD checked and installed smoke detectors.
6. Organized school vaccination clinics with approval of pediatric Pfizer vaccine schedule. Partnered with Milwaukee Public Schools, Children's Hospital of Wisconsin, Seton Catholic Schools, La Causa Charter School, Rocketship Public Schools, Milwaukee Academy of Science and Carmen Schools of Science & Technology.
7. Partnered with Milwaukee Brewers and Milwaukee Bucks to promote COVID-19 vaccination through large-scale public events with free ticket incentives.
8. Led mobile ("pop-up") vaccination clinics targeting mass gathering events (at Bucks Watch Parties, Summerfest Grounds festivals, group events) to promote vaccination efforts.
9. Initiated neighborhood canvassing to promote vaccination efforts in partnership with community navigators from Jump at the Sun, LLC.
10. Participated in the Centers for Disease Control and Prevention (CDC) COVID-19 air sampling study with Milwaukee Health Department Laboratory.
11. Led N95 mask giveaway with over 1,300,000 masks provided to the community directly and through distribution partners.
12. Initiated gift card incentives to promote COVID-19 vaccination efforts.

2021 Key Challenges

1. Emergency Preparedness and Environmental Health staff were reassigned to assist other health department activities reliant on ever-changing demand for services including COVID-19 testing and vaccination.

Infectious Disease Program

Medical Services: Clinical Services

Communicable Disease Control

Since its inception, the City of Milwaukee Health Department (MHD) led the detection and response to communicable disease outbreaks. The reporting, surveillance, and control of reportable communicable diseases is a core public health function and is mandated by Wisconsin State Statute and Wisconsin Administrative Code. Communicable diseases requiring follow-up include vaccine-preventable diseases such as mumps and pertussis, vector-borne diseases such as Zika and Lyme disease, and gastrointestinal infections caused by *Shigella* and *Salmonella* bacteria.

Communicable Disease (CD) program staff investigate reports of communicable diseases and outbreaks, conduct contact investigations, monitor communicable disease trends, provide educational interventions, and supply prophylactic medications when necessary. In addition, the program staff serve as a resource for other local health departments, health care providers, schools, childcare facilities and the citizens of the southeast region of Wisconsin.

Tuberculosis Control

The City of Milwaukee Health Department has the primary responsibility of preventing and caring for those with Tuberculosis (TB) in the City. The Tuberculosis Prevention and Care Clinic (TPCC) uses evidence-based interventions to assure that all persons needing to be evaluated for TB are identified and treated, and that appropriate course of action is taken to mitigate the spread of TB. Every TB case is a potential outbreak, and the program must be prepared to promptly identify and treat persons who have TB disease, as well as identify and treat those exposed to TB. Anyone can get TB; however, TB disproportionately impacts people of color, foreign-born individuals (including resettled refugees), those with low socioeconomic status and other marginalized populations.

750

communicable disease cases were followed-up by the program

3,891

cases of communicable disease were reported (excluding COVID-19, influenza associated hospitalizations, TB, or sexually transmitted infections)

266

visits with services provided were completed at the Tuberculosis Clinic

1,023

directly observed therapy home visits were conducted

Infectious Disease Program

Medical Services: Clinical Services

Immunizations

One of the most important tools to protect our community from disease is immunization. Sustaining high childhood immunization rates in the city, along with reducing disparities among racial and ethnic groups, remain primary objectives of the City of Milwaukee Health Department (MHD) Immunization Program. Improving immunization rates helps suppress outbreaks of vaccine preventable diseases.

The MHD not only provides immunizations during weekly walk-in clinics at its three health center locations, it partners with community agencies to provide clinics throughout the city. In addition, the program partners with the Communicable Disease and Emergency Preparedness Programs to respond to communicable disease outbreaks while also conducting educational symposiums and events directed toward schools, day cares, and clinicians to increase compliance with Wisconsin immunization law and coordinate delivery of immunizations in the community.

As a partner in the Immunize Milwaukee! Coalition, the program provides education for area providers at an annual symposium and continues to develop partnerships to coordinate the delivery of immunizations in the community.

3,771

immunizations (not including
COVID-19 vaccinations) were
provided

3,135

clients received
immunizations

83%

of children were in
compliance with school
required immunizations

63%

of Milwaukee adults
aged 65+ years
received an influenza
vaccination

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
Communicable Disease Prevention	State of Wisconsin, Department of Health Services	07/01/2021-06/30/2022	\$28,000
Immunization Action Plan	State of Wisconsin, Department of Health Services	1/1/2021 – 12/31/2021	\$262,264

Infectious Disease Program

Medical Services: Clinical Services

2021 Key Accomplishments

The Infectious Disease Program continued to support COVID-19 case investigations and vaccination operations while transitioning staff back to normal work activities. City of Milwaukee Health Department childhood immunization clinics resumed in September 2021 to offer childhood immunizations while maintaining appropriate COVID-19 precautions.

2021 Key Challenges

Staffing and capacity challenges due to COVID-19 continued through 2021 as many staff worked to support COVID-19 operations while working on other programmatic activities.



Sexual and Reproductive Health

Medical Services: Clinical Services

The Sexual and Reproductive Health Program (SRH) provides sexual and reproductive health services including confidential testing, treatment, and education to residents of the City of Milwaukee and the surrounding communities. Services are provided at the Keenan Health Center Clinic by medical, nursing, and clinical laboratory staff to anyone who is at least 12 years of age, at no cost to the client.

The Disease Intervention Specialists (DIS) perform epidemiological investigations, partner services, linkage to care, field delivered therapy, and follow-up for clients known or suspected of having a reportable sexually transmitted infection (STI) such as gonorrhea (GC), chlamydia (CT), human immunodeficiency virus (HIV), and syphilis in the city, and conduct follow-up for HIV cases in Milwaukee County and syphilis cases across the Southeastern Region of Wisconsin.

Most STI's are asymptomatic, but if these infections remain undetected and untreated, they have serious health consequences and pose an increased risk of HIV transmission.

5,390

clients were served at
Keenan Health Center

5,350

persons were tested
for STIs

92%

of cases receiving
case management
were successfully
treated

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
HIV Prevention and Partner Services	State of Wisconsin, Department of Health	1/1/2021-12/31/2021	\$222,000
Women's Health Family Planning (WHFP)	State of Wisconsin, Department of Health	1/1/2021-12/31/2021	\$267,033
STD Apps	State of Wisconsin, Department of Health	1/1/2021-12/31/2021	\$447,431

Sexual and Reproductive Health

Medical Services: Clinical Services

2021 Key Accomplishments

1. **Filling key roles/Staff Advancement** – The Sexual and Reproductive Health program recruited an additional Nursing Supervisor, Disease Intervention Specialist (DIS) Supervisor, and a complete DIS workforce with enhanced capacity in conjunction with Wisconsin Department of Health Services (DHS) partnership. A graded pay career ladder was developed and approved for DIS staff.
2. **Electronic Health Record Implementation** – Sexual and Reproductive Health went live with Patagonia for registration, clinical documentation, and billing modules. Staff engagement and morale remained high, making the transition smooth and successful. Continued refinement, standardization, and integration will continue throughout 2022.
3. **Syphilis recognition** – Staff recognized that there were a significantly increased number of cases of syphilis and congenital syphilis within the City of Milwaukee during 2020 and 2021. This was able to be highlighted in a published issue brief and DHS provider alert.

2021 Key Challenges

1. **Staffing Challenges** – Staffing turnover occurred for several key leadership roles within the Clinical Services division and Sexual and Reproductive Health Program. Additional challenges to outreach and community partnerships were felt as a result of staff turnover and vacancies. Priority focus remains on internal operations and workforce development.
2. **Ongoing Pandemic Effects** – Clinical worker shortages across sectors (nurses, medical assistants, etc.), pandemic stress, COVID restrictions, and supply chain shortages have presented ongoing challenges.

74%

of HIV cases were
linked to care within 1
month of diagnosis

>92,000

condoms were
distributed

1,036

STI/HIV cases were
assigned for case
management

70%

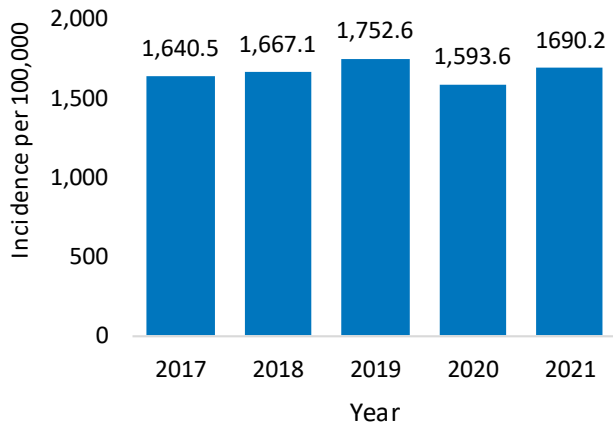
decrease from 2020 in
the number of persons
turned away due to clinic
capacity limitations

Sexual and Reproductive Health

Medical Services: Clinical Services

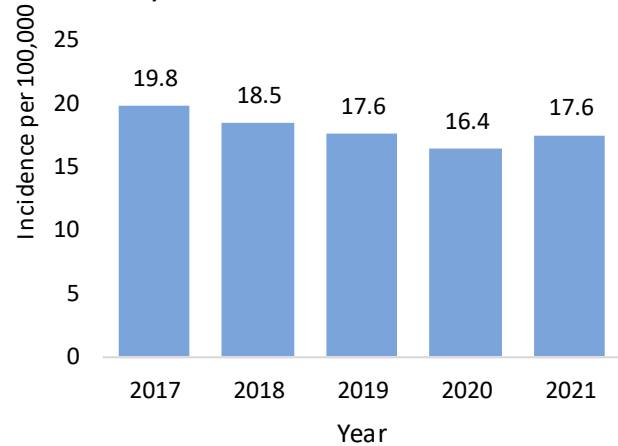
Chlamydia Incidence per 100,000 Population

City of Milwaukee, 2017-2021



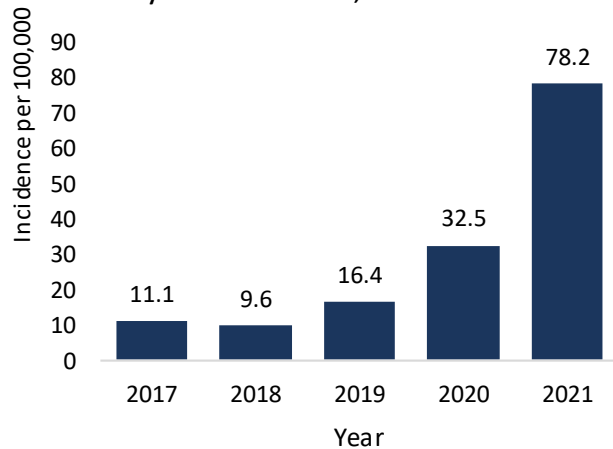
HIV Incidence per 100,000 Population

City of Milwaukee, 2017-2021



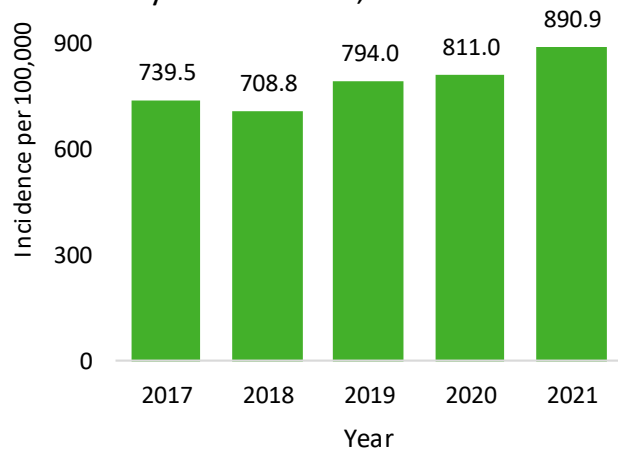
Primary and Secondary Syphilis Incidence per 100,000 Population

City of Milwaukee, 2017-2021



Gonorrhea Incidence per 100,000 Population

City of Milwaukee, 2017-2021



Annual population estimates from U.S. Census Bureau Population Estimates Program.

Well Woman Program

Medical Services: Clinical Services

The Well Woman Program, coordinated by the Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP), provides preventive health screening services to women with low incomes and who are uninsured or underinsured. The program is administered by the Wisconsin Department of Health Services, Division of Public Health, and is available in all 72 Wisconsin Counties and 11 tribes. Well Woman works to decrease the mortality rate of breast and cervical cancer in all women in the City of Milwaukee through education, outreach, screening, treatment, and community awareness and involvement.

Well Woman provides the following services at no cost to Well Woman clients:

- Mammograms
- Clinical Breast Exams (CBE)
- Breast Cancer Treatment Referral
- Breast Self-Exam Instruction
- Pap Tests

838

breast cancer screenings
were provided

89

cervical cancer
screenings were
provided

8,212

case management
encounters occurred

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
Breast Cancer Grant, Carita B. Urban	Greater Milwaukee Foundation	11/1/2021 to 9/1/2022	\$14,944
Breast Cancer Well Woman	State of Wisconsin Department of Health	7/1/2021 to 6/30/2022	\$678,000

Well Woman Program

Medical Services: Clinical Services

2021 Key Accomplishments

1. The major key accomplishment for the Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP) was exceeding the State of Wisconsin breast and cervical cancer screening objective of 700 by 421 screenings despite MBCCAP being pulled to support COVID-19 efforts.
2. Ascension Columbia St. Mary's and St. Francis have Patient Navigators that complete enrollment forms and forward those to MBCCAP to get clients enrolled. They also schedule clients at their respective agency which has increased screening numbers for MBCCAP. This decrease barriers for women that would not otherwise know about the program, and they can also reach out to clients.
3. Diagnostic services (e.g., diagnostic mammograms/ultrasounds/biopsies/MRI's/and surgical consults) are provided by external providers and do not have an assigned objective, and the program schedules women for these services in unlimited numbers.
4. Two Ascension Columbia St. Mary's Mobile coach events were held at the City of Milwaukee Health Department's (MHD's) Southside Health Center. These events increased the program's breast screening numbers. They also allow women with insurance to be provided a screening mammogram which is counted for Patient Navigation for MBCCAP. This is also a wonderful community collaboration. At the October event women were provided with items such as gift cards, book bags with school supplies, masks, and thermometers.
5. Liaisons with community agencies and health centers continued despite the COVID-19 pandemic, which increases awareness of the Well Woman Program and helps increase referrals to the program. Some key collaborations are the 16th Community Health Center, Bread of Healing, and other Federally Qualified Health Centers. In 2021, another new collaboration was created with the Saturday Clinic. Referrals are imperative to be able to meet our breast and cervical cancer screening objective.
6. The program has continued to provide Saturday clinics in 2021. This is not a required objective for MBCCAP but this is an additional service that goes above and beyond the program guidelines. This also decreases barriers for women who work during the week and are not able to receive services during that time. This also increases screening objective numbers.
7. MBCCAP staff have been in place for more than three years. This provides stability for the program and allows staff to cover for each other when they are pulled for COVID-19 pandemic tasks.
8. In 2021, the Mammographer position became an official MHD position after a two year effort to accomplish this goal. This allows the program to have increased stability instead of using a subcontracted or temporary Mammographer.
9. Nine women provided screening mammograms at our SSHC received abnormal screening results that required diagnostic services. Eight women received normal diagnostic services, with one woman receiving a breast cancer diagnosis.
10. Eight women were diagnosed with breast cancer in 2021 via internal and external services. Out of these eight, three women were eligible for Well Woman Medicaid and four were helped to obtain charity care for treatment.

Well Woman Program

Medical Services: Clinical Services

2021 Key Challenges

1. Key challenges for 2021 occurred due to ongoing staff needs to support COVID-19. The Public Health Nurse Coordinator was pulled to provide COVID-19 vaccines for four months from January to May 2021. This put increased pressure on remaining staff members to support the job tasks of this position. The WWWP Manager continue to support the COVID-19 Hotline from January to June 2021 which also put more pressure on remaining staff members to support the Program Manager. Other staff supported COVID-19 in other smaller aspects.
2. Another key challenge has been not being able to attend outreach events or host outreach events due to COVID-19 pandemic but due to the community/provider referrals this did not impact the screening objective but did impact the ability to report that Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP) was not able to provide the required 10 community outreach events.
3. Another key challenge was the impact of the MBCCAP budget due to COVID-19. Staff who were pulled charge the COVID-19 budget which created extra issues with spending MBCCAP funds. The Wisconsin Well Woman Program (WWWP) State Director approved utilizing funds for other needs/ supporting community partners which ultimately supported need services not related to WWWP but providing more outreach for women with insurance in communities such as the Southeast Asian community and Hispanic community.



Milwaukee Health Department Laboratory

Medical Services: Laboratory Services

The City of Milwaukee Health Department Laboratory (MHDL) works diligently to support local public health systems partners in collaboration with the Clinical, Environmental and Community Health branches by providing a variety of clinical and environmental testing, as well as various reference public health laboratory testing services. During the unprecedented pandemic crisis in the past 24 months, the MHDL continued its excellent services and strengthened partnerships with local health care providers, academic institutions, and community organizations. We provided uninterrupted clinical and environmental testing services in all laboratory program areas, conducted state-of-the-art testing, including SARS-CoV-2 genomic surveillance while maintaining productive partnerships, meaningful education, efficient workforce training, productive applied research to advance science, and continued quality improvement initiatives. Responding to the COVID-19 pandemic further exemplified the role of MHD laboratory to protect the health of the community by providing near real-time disease surveillance from a local to international scale, and by responding to emerging threats of public health concerns and/or emergencies.

2,098

COVID-19 samples were
sequenced

14,024

gonorrhea tests were
performed

7,445

lead tests were performed



Milwaukee Health Department Laboratory

Medical Services: Laboratory Services

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
Epidemiology and Lab Capacity (ELC): Enhancing Detection of COVID-19	State of Wisconsin, Department of Health Services (CDC)	5/18/20-11/18/22	\$7.19 M
Epidemiology and Lab Capacity (ELC): Strengthening the U.S. Response to Resistant Gonorrhea (SURRG)	State of Wisconsin, Department of Health Services (CDC)	8/1/21-7/31/22	\$429,774
Defining the role of college students in SARS-CoV-2 spread in the Upper Midwest	University of Wisconsin – Madison (CDC)	8/1/20-7/31/22	\$147,745
Laboratory System Improvement Program (L-SIP): Strengthening the Local PHL System	Association of Public Health Laboratories (APHL)	1/1/21-6/30/21 (extended from 2020)	\$10,000
Development of a Regional Environmental Health System	APHL/CDC	1/1/21-6/30/21 (extended from 2020)	\$7,500
Establishing a QC range for Gentamicin Susceptibility Testing for <i>Neisseria gonorrhoeae</i>	APHL/CDC	2/1/21-6/30/21	\$5,000
Epidemiology and Lab Capacity (ELC)- Enhancing Detection Expansion for COVID-19	State of Wisconsin, Department of Health Services (CDC)	3/1/21-7/1/23	\$3,551,276
Impact of immune failure on SARS-CoV-2 evolutionary potential	University of Wisconsin-Madison (CDC)	4/1/21-3/31/23	\$488,970
Epidemiology and Laboratory Capacity (ELC) Project E (Emerging Issues): Strengthening Public Health Laboratory (PHL) Preparedness	State of Wisconsin, Department of Health Services (CDC)	5/1/21-12/31/21	\$500,000
Upper Midwest Regional Accelerators of Genomic Surveillance	University of Wisconsin-Madison (Rockefeller Foundation)	6/1/21-5/31/22	\$25,846
LRN Data Integration	APHL/CDC	7/1/21-6/30/22	\$136,672
Strengthening Public Health Laboratory Preparedness through Laboratory Response Network (P) Project E: Emerging Issues	State of Wisconsin, Department of Health Services (CDC)	8/1/21-7/31/22	\$142,523
Advanced Molecular Detection (AMD) Sequencing & Analytics Project E: Emerging Issues	State of Wisconsin, Department of Health Services (CDC)	8/1/21-7/31/24	\$1,370,256

Milwaukee Health Department Laboratory

Medical Services: Laboratory Services

2021 Key Accomplishments

1. The lab secured \$6.1 million in grant funding in 2021 to enhance surveillance and advance laboratory science. These funds are being used to expand COVID-19 testing and genomic surveillance capacity, staffing, technology advancement and improve data transmission. The lab also produced over 10 peer-reviewed publications, and facilitated the Midwest transmission study.
2. The lab continued to engage in academic and community partnering. We supported 10 community sites, City of Milwaukee Health Department (MHD) site-based, and all City employees testing during 2020-2021. We also partnered with UW-Madison and other local academic partners to enhance surveillance.
3. City of Milwaukee Health Department Laboratory (MHDL) tested >35,000 specimens for COVID-19 and sequenced >2,300 that supported Wisconsin and national SARS-CoV-2 genomic surveillance for transmission and variant tracking.
4. MHDL maintained full laboratory clinical testing service capacity throughout the pandemic, including the Centers for Disease Control and Prevention's (CDC's) Sexually Transmitted Infection (STI) program funding obligations for drug resistant Gonorrhea.
5. MHDL expanded STI testing in the adolescent population (<12 years) and collaborated with public and private partners to support STI testing in this population.
6. MHDL expanded capacity for environmental testing, including lead testing. We also began pilot programs for wastewater surveillance and aerosol samples for SARS-CoV-2.
7. MHDL enhanced quality improvement efforts. We procured software for electronic quality management system (QMS), and staff training is in progress. We implemented a new quality manual (CLIA quality system essentials). We also integrated the Laboratory Information Management Systems (LIMS) and Electronic Health Records (EHR) systems.
8. MHDL sustained community engagements and workforce efforts, including the Environmental System Improvement Meeting and Public Health Laboratory Career Exploration Day (with Milwaukee Public Schools High Schools).
9. MHDL implemented Diversity, Equity and Inclusions (DEI) values through leadership involvement on the national DEI task force and promoting diversity in workforce hiring.
10. MHDL staff presented at the 2021 Association of Public Health Laboratories (APHL) Annual and MCW Community Engagement conferences. MHDL was awarded a NACCHO Promising Practice Award in 2021. Lab leadership also serves on the APHL Board of Directors.

Milwaukee Health Department Laboratory

Medical Services: Laboratory Services

2021 Key Challenges

1. The recruitment and retention of qualified public health laboratory staff, coupled with a lack of competitive salary for Public Health Laboratory professionals, is an ongoing challenge.
2. There is limited capacity for real-time data analysis, primarily due to a lack of adequate infrastructure for informatics and bioinformatics.
3. A lack of grant/project management and lab admin support staff is another ongoing challenge, along with delays in procuring major instruments and supplies.
4. The lab is experiencing major space constraints, including limited lab office and workspace to accommodate staff and technologies. The lab is exploring American Rescue Plan Act (ARPA), capital budget or other infrastructure funding lab space expansion.

120

residential soil
samples were tested

562

respiratory pathogen
tests were
performed

Implemented

pilot programs for
SARS-CoV-2 wastewater
and aerosol sample
surveillance

\$507,873

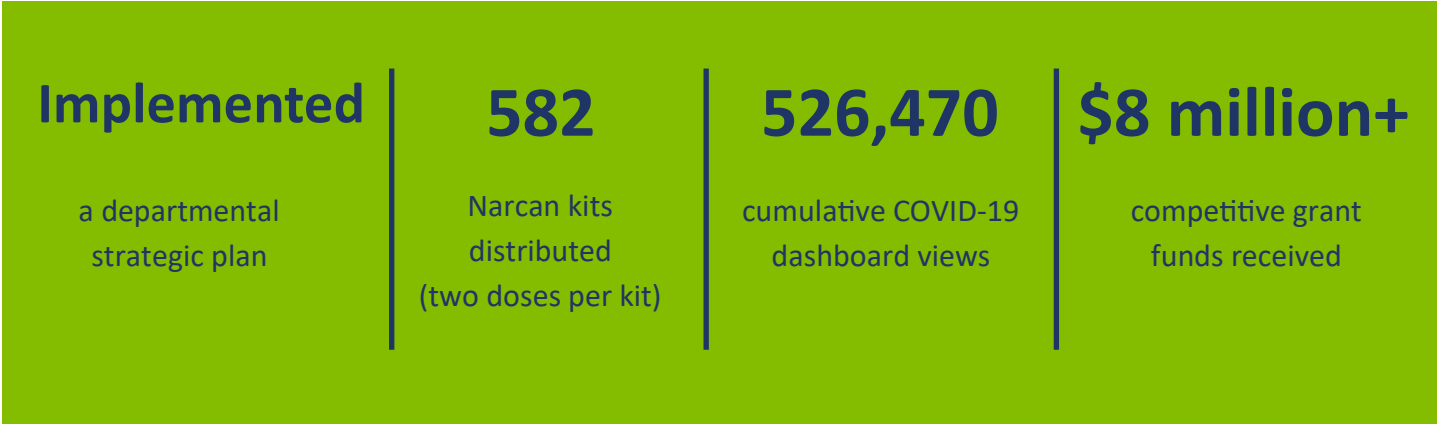
generated in fee for
service and
reimbursement
revenue

Policy, Innovation, and Engagement

The Policy, Innovation, and Engagement (PIE) branch is responsible for providing informed policy analysis, supporting the department’s data needs, and coordinating the planning activities of the City of Milwaukee Health Department, its divisions, and programs. It also provides leadership in advocating for policy, systems, and environmental changes that support health equity and a culture of health, both within city government and in the community.

The PIE team achieves this by engaging in the following activities:

- Utilizing data to drive policy and programmatic decisions that improve health outcomes;
- Providing resources and technical support to assist department leadership with decision making including consulting on program data collection, analysis and interpretation as well as program evaluation;
- Developing a framework that is inclusive of internal and external stakeholders to create and implement the department’s strategic plan;
- Developing and implementing methods to track progress on departmental and community health goals and objectives as articulated in the Community Health Improvement Plan (CHIP) and Strategic Plan;
- Identifying and collaborating with community partners to improve efficiency and effectiveness of public health efforts;
- Monitoring and analyzing policy initiatives and research at the city, state and federal level and providing policy recommendations;
- Creating and maintaining strategic partnerships with academic institutions to foster workforce development and public health research;
- Providing tools and resources to help elected officials, community residents and other stakeholders understand the health challenges faced by Milwaukee residents, including education around the social determinants of health and the creation of data dashboards;
- Staffing, coordinating and/or leading public health initiatives.



Policy, Innovation, and Engagement

The Policy, Innovation, and Engagement (PIE) branch also leads the department's efforts to obtain national public health accreditation, which includes advocating for and maintaining written policies and procedures, driving the community engagement and planning process to draft the city's Community Health Improvement Plan. Lastly, PIE is tasked with identifying emerging trends and compiling data and information to produce several reports, including the City of Milwaukee Health Department Annual Report, the Community Health Assessment, and the Community Health Improvement Plan – MKE Elevate.

Milwaukee Overdose Response Initiative (MORI): This is a collaboration between MHD and the Milwaukee Fire Department. As part of this initiative, a group of community paramedics, peer support specialists, and individuals providing harm reduction resources will follow up on nonfatal overdoses in Milwaukee and sometimes Milwaukee County. This program idea was initiated by District 10 Alderman Michael Murphy in January 2019 when \$100k was allocated to pilot the program (MORI 1.0). The receipt of a new National Association for County and City Health Officials (NACCHO) grant (MORI 2.0) in 2019 allowed the program to expand substantially. At the end of 2020, MORI 3.0 was created where MORI partnered with the Milwaukee County Medical Examiner's Office to follow up with families following a fatal overdose to provide resources for grievance and the social determinants of health with the goal of preventing future fatal overdoses in Milwaukee.



2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
Preventive Block Grant	State of Wisconsin, Department of Health Services	10/1/2021-9/30/2022	\$57,845
Wisconsin Supplemental Nutrition Assistance	State of Wisconsin, Department of Health Services	10/1/2021-9/30/2022	\$20,000
Workforce Development Grant	State of Wisconsin, Department of Health Services	7/1/2022-6/30/2023	\$619,900
CDC-OT21-2103 - National Initiative to Address COVID-19 Health Disparities among Populations at High-Risk	Centers for Disease Control and Prevention	1/6/2021-5/23/2023	\$6,639,489
Implementing Overdose Prevention Strategies at the Local Level (IOPSL)	National Association of County & City Health Officials	12/1/2019 - 8/31/2021	\$1,234,889

Vital Statistics

Policy, Innovation, and Engagement

Vital records are records of life events kept under governmental authority, including birth and death certificates. In Wisconsin, each county seat is authorized as an agent of the State of Wisconsin Vital Records unit. In Milwaukee, there is an additional site housed in the City of Milwaukee Health Department, which falls within the Policy, Innovation and Engagement branch.

The governmental authority is tasked with the safekeeping of Vital Records, effectively providing the State government and the City of Milwaukee government with another source of income through fees. Vital Records operations are governed by [Chapter 69](#) of Wisconsin State Statute.

Vital Statistics issues both certified and uncertified documents. Certified copies are official copies that can be used as a form of identification. Uncertified copies do not have the State seal and cannot be used for identification, for court purposes, etc. There are additional restrictions on who can request/receive a certified document.

The City of Milwaukee Vital Records office has access to birth records for all State of Wisconsin births and paper death records for anyone who died at a City resident/institutional address prior to September 2013. We have access to all State of Wisconsin deaths from September 2013 to the present. The office does not have access to marriage or divorce certificates. The office has a Notary Public official on staff. On average, the office takes 550 phone calls each month from customers.

8,241

births registered

5,075

deaths registered

72,821

total births and deaths
records issued

\$594,254

total gross income,
cash receipts, and
billing

Fetal Infant Mortality Review

Policy, Innovation, and Engagement

The Fetal Infant Mortality Review (FIMR) is a process that reviews the circumstances of an infant's life and death to find out what could have been done to prevent the death, promote prevention strategies and goals for community action, and reduce the racial disparity in infant deaths. The guidelines and prevention strategies issued by the FIMR Case Review Team are meant to help keep Milwaukee's infants healthy, safe and alive. FIMR is made possible through the cooperation of Milwaukee area hospitals, health care providers, social service providers and community agencies through a Memorandum of Understanding with the State of Wisconsin.

In 2021, the infant
mortality rate was

8.8

per 1,000 live births

46

external partners were
actively engaged

72

infant deaths occurred

The Review Process*

1. Conduct case finding through various sources.
2. Contact mother or family for possible maternal interview.
3. Abstract medical and social service data from all institutions and providers for the period of the pregnancy through postpartum.
4. Prepare a Case Narrative and Summary and submit for review to the Case Review Team or enter data directly into FIMR database.
5. Convene the Case Review Team to prioritize recommendations.
6. Data and recommendations are released to the public.

*This process is fluid and can take up to four years to complete

Fetal Infant Mortality Review

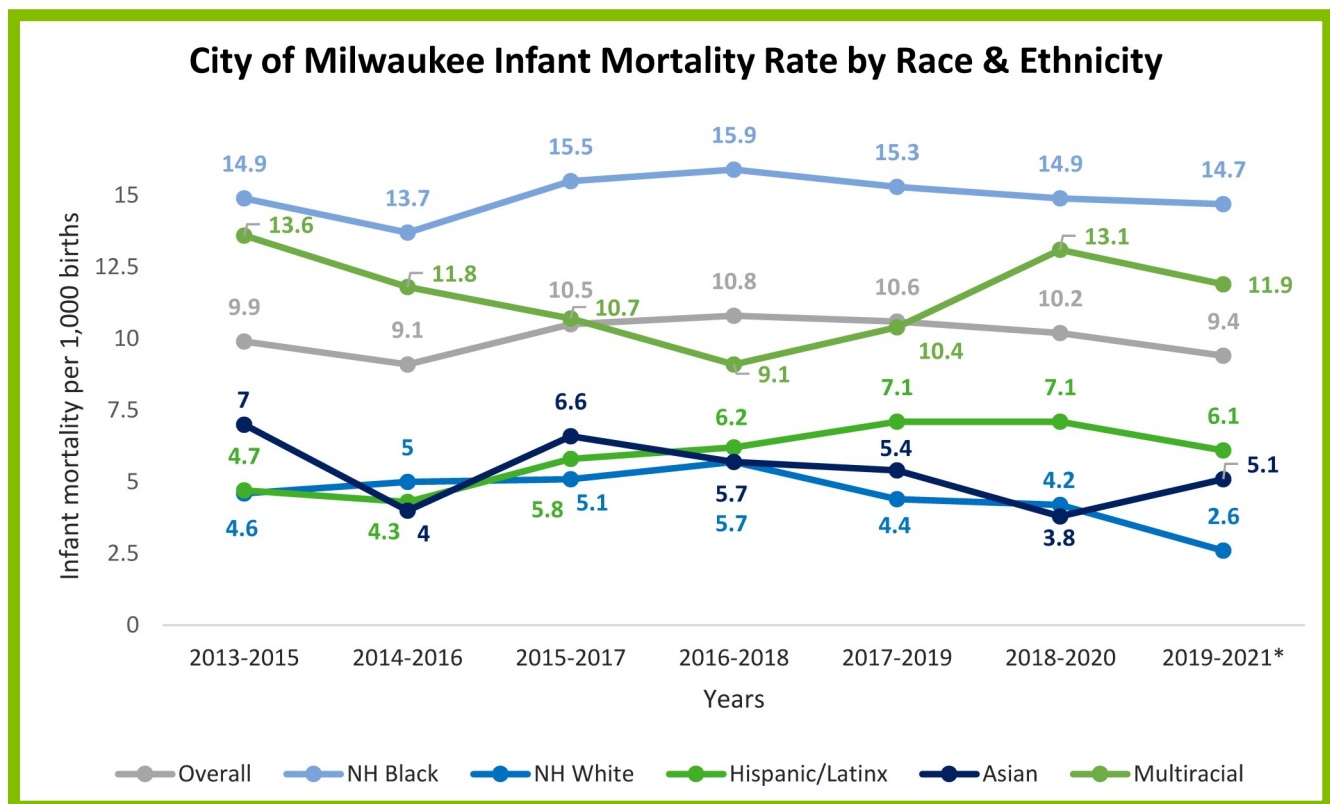
Policy, Innovation, and Engagement

2021 Key Accomplishments

1. The 2016-2018 City of Milwaukee and Milwaukee County Fetal Infant Mortality Review (FIMR) status report was published in December 2021.
2. We provided institution- and agency-specific presentations of 2016-2018 infant mortality /and stillbirth data with comparison to FIMR status report findings.
3. The hospital abstraction process was continued in 2021.
4. We continued to partner with community agencies on joint presentations with statistics, narratives and recommendations.
5. We continued to participate in the Child Death Review, Maternal Mortality Review, and Overdose Fatality Committee.

2021 Key Challenges

1. The maternal interview process was restarted in 2021.
2. In order to continue to carry out FIMR responsibilities, new interviewers and a new FIMR Project Manager needed to be hired after the retirement of the former Manager.



COVID-19 Response

On March 13, 2020, the City of Milwaukee Health Department (MHD) confirmed Milwaukee's first case of COVID-19. Due to the identified case Milwaukee County and the City of Milwaukee declared a public health emergency. In order to swiftly respond to the emerging pandemic, MHD adjusted services to prevent community spread and activated the Incident Command Structure on March 17, 2020, which redeployed staff to the pandemic response. Key to MHD's response throughout the pandemic has been an emphasis on equity and seeking to ensure that services are accessible to all community members, aided by an early focus on reporting COVID-19 related data by race and ethnicity. MHD joined the Unified Emergency Operations Center (UEOC) to support strong multi-sector collaborative response to the COVID-19 pandemic.

663

tests were performed at
Clare Hall/Milwaukee Fire
Department testing site

568

mobile vaccination clinics
were completed

443

households received
grocery delivery services

115

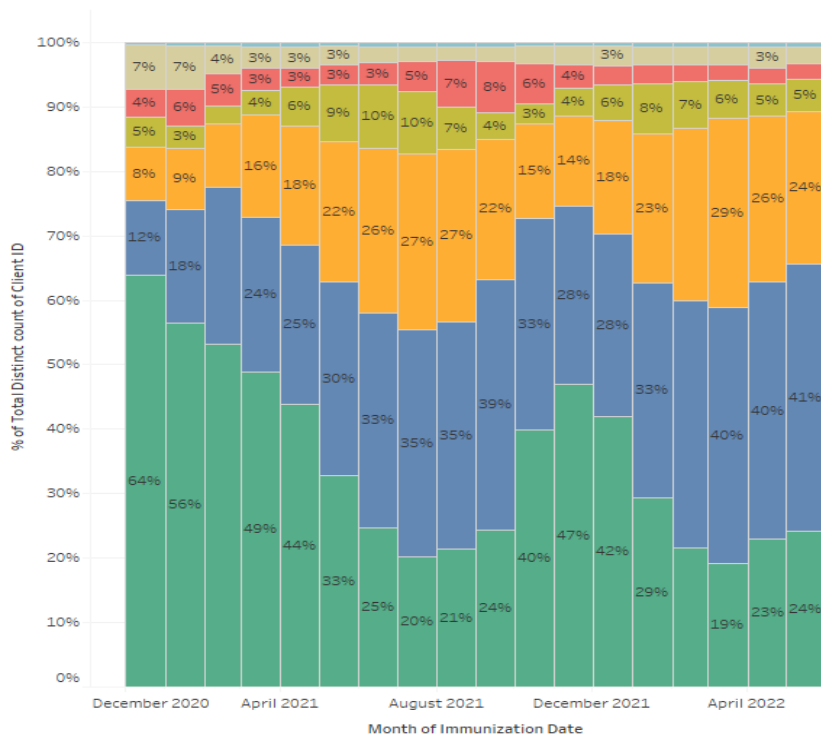
MHD staff were
redeployed to assist with
the COVID-19 emergency
response

2021 Active Grants:	Funder:	Grant Period:	Amount Over Grant Period:
Centers for Disease Control and Prevention: COVID-19 Response	State of Wisconsin Department of Health Services	03/15/20-03/15/21	\$319,908

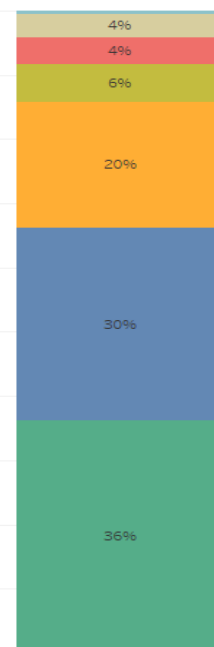
COVID-19 Response

Outcome Measures

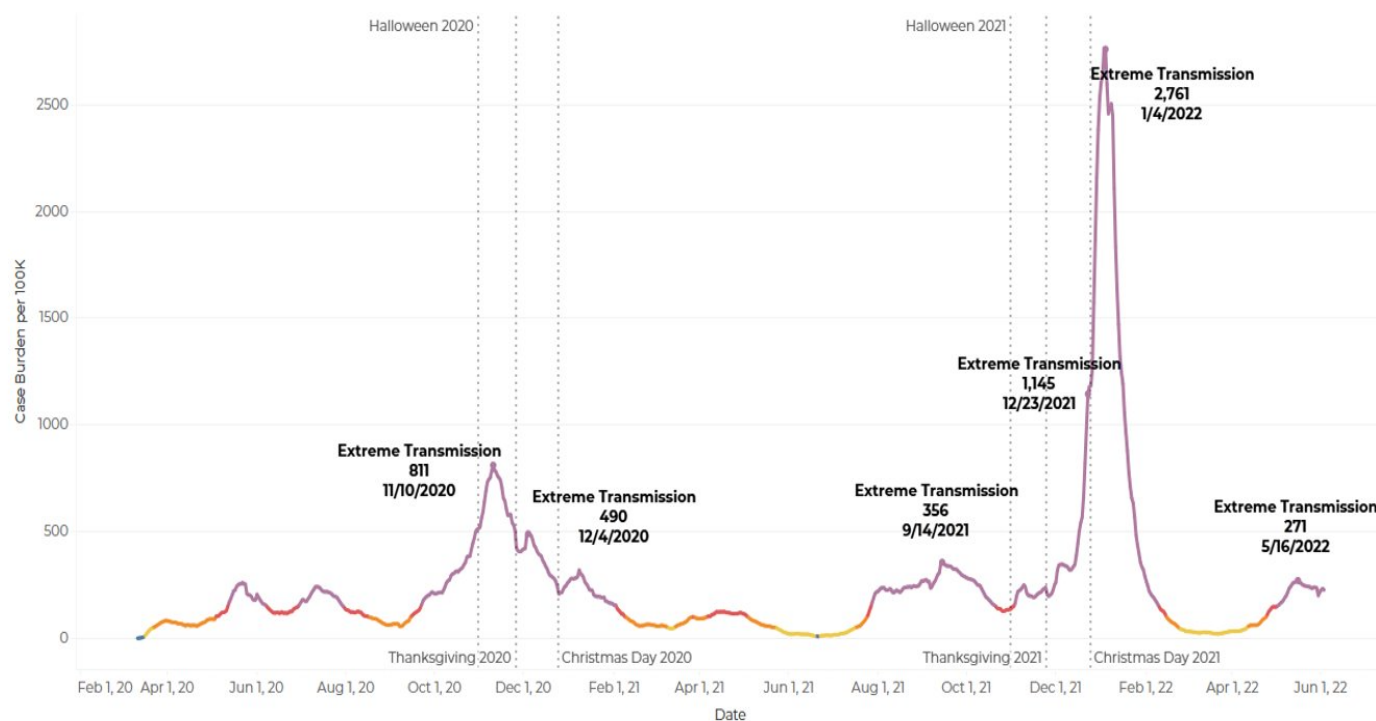
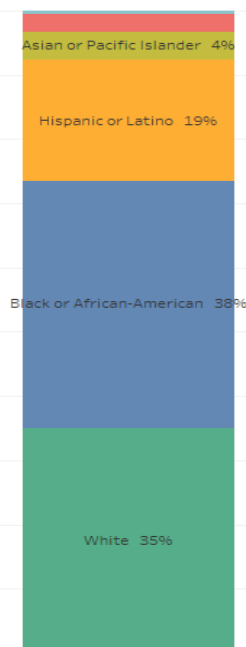
Race Demographics by Month - Individuals Receiving First Vaccine Dose



Overall Vaccine Demographics



Overall City Population Demographics



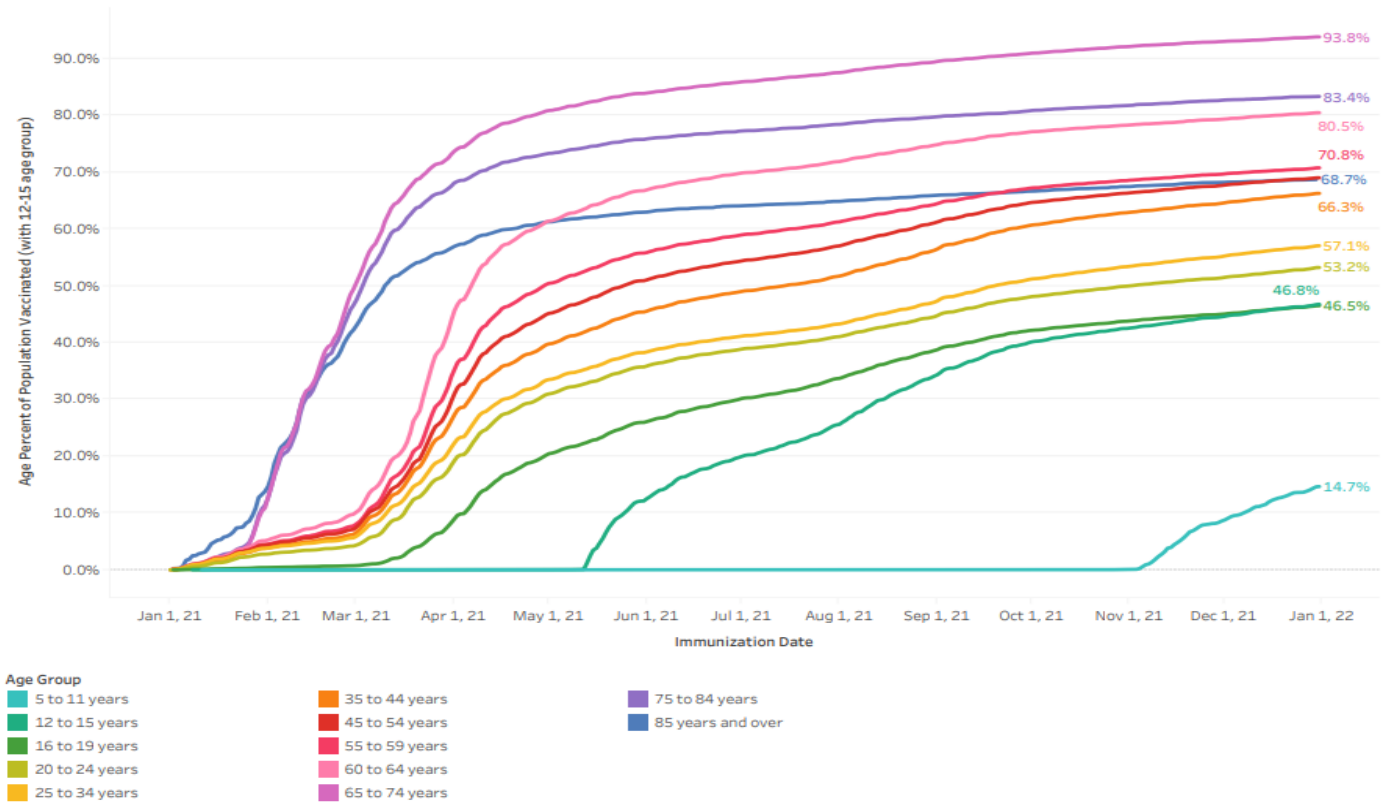
*Metric excludes last 4 days to account for delays in reporting and allow trends to stabilize.
Data Source: Wisconsin Electronic Disease Surveillance System (WEDSS) via DHS
Last Updated: 6/8/2022 2:20:54 PM

COVID-19 Response

Outcome Measures

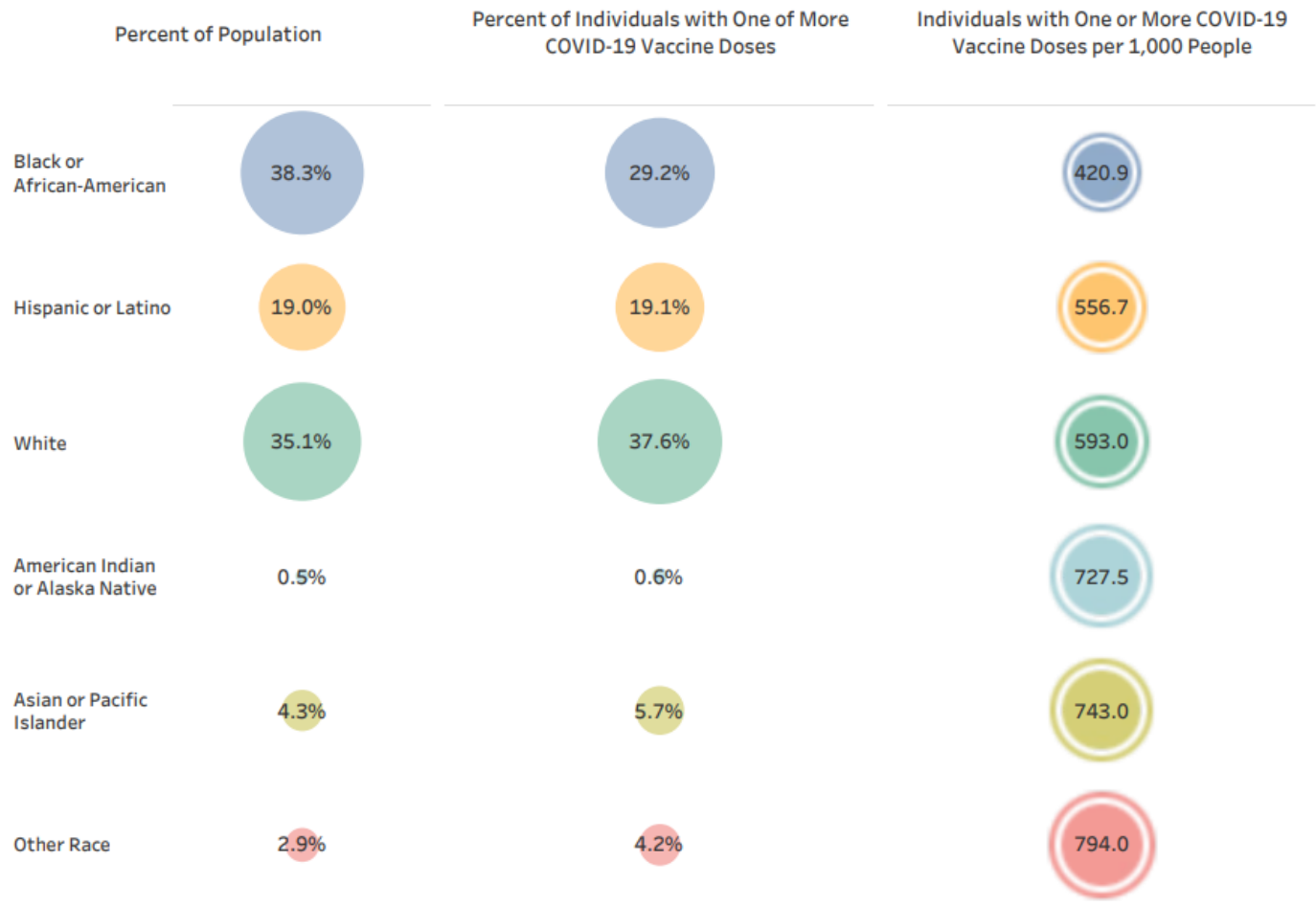
Vaccination Trends Over Time By Age Group

Percent of City of Milwaukee Residents with One or More Vaccination Doses
By Age Group



COVID-19 Response

Outcome Measures



COVID-19 Response

Vaccination Information

The end of 2020 brought the approval of two safe and effective COVID vaccines, thus requiring City of Milwaukee Health Department (MHD) staff to focus on planning for mass vaccination efforts. Staff needed to identify mass vaccination clinic venues that could be large enough to allow for physical distancing, air cycling, and screening, while also allowing for large numbers of City residents to access vaccination. Further, MHD worked to select a venue that could be accessible for all residents and chose the Wisconsin Center located in the central city of Milwaukee. MHD staff collaborated to ensure that the City would have a ready supply of vaccine doses, to recruit and train a workforce to work in the Wisconsin Center, and to adapt to the phased eligibility for vaccination among the population.



195,775

vaccinations were
administered at mass
vaccination clinics

19,414

vaccinations were
administered at mobile
vaccination clinics

709

vaccinations were
administered by
neighborhood canvassing

198

temporary and contracted
staff worked on the COVID-19
emergency response

COVID-19 Response

Emergency Preparedness & Testing

The City of Milwaukee Health Department's (MHD's) focus on equity in access to testing and collaboration with service providers throughout the city allowed MHD to target services to housing instable or low-income populations. Place-based testing efforts centered on congregate settings, where individuals who face barriers to physical distancing could safely isolate in free residential isolation centers. MHD staff collaborated with representatives from the Milwaukee County Housing Division, the Wisconsin National Guard, and the Milwaukee Fire Department to set up and operate a residential isolation facility at Clare Hall on the grounds of the Milwaukee Archdiocese. At Clare Hall, residents who tested positive for COVID-19 were monitored for severe symptoms, provided with food, clothing, transportation to medical appointments, and support from social workers as needed. The deployment of COVID-19 Community/Mobile testing services additionally allowed MHD staff to target emergent hotspots.

127,361

total COVID-19 diagnostic tests were performed

124,791

COVID-19 tests were performed at community testing sites

94

place-based testing clinics were completed

89

spot-check tests were performed

COVID-19 Response

Contact Tracing:

Contact Tracing:

To meet the demands of high COVID-19 caseloads, the City of Milwaukee Health Department (MHD) reassigned numerous internal programs, on-boarded staff from other city functions, worked with temp agencies, and reengaged previously retired public health nurses and leaders to respond to the growing needs of the pandemic. All staff were trained virtually with processes, procedures, and training curriculum that were developed and consistently revised based on evolving guidance from the CDC and WI DHS. Many data systems were employed to manage the large and shifting workforce and to facilitate surveillance of the pandemic. The contact tracing team additionally established special project teams in order to better work with specific populations like K-12 schools, childcare facilities, and higher education institutions, and to work with specific processes like case processing, case assignment, and case review. While rapid changes to policies and procedures that reflected the changeable nature of the pandemic remained challenging throughout 2020, the contact tracing team overall managed to maintain high levels of staff retention, recruit a culturally and linguistically diverse workforce, support residents by offering grocery delivery services, and maintain a cohesive team structure that was more ready to respond to the pandemic.

43,667

confirmed COVID-19 cases
were worked by MHD

21,855

COVID-19 contact
investigations were
worked by MHD

COVID-19 Response

Lab Testing & Grants

City of Milwaukee Health Department (MHD) Lab:

Building upon a strong infrastructure for collaboration with local partners, the MHD laboratory provided a robust response to the COVID-19 pandemic and surveil for outbreaks of COVID-19 throughout the city. The MHD laboratory worked to provide testing services throughout the pandemic and was one of two other public health labs in the state to conduct COVID-19 surveillance early in the pandemic. These early efforts were hindered in delays in SARS-CoV-2 CDC Assay test onboarding needed to implement testing efforts in the City, though these complications were quickly overcome.

14,028

tests were preformed for
SARS-CoV-2 (COVID-19)

2,098

COVID-19 samples were
sequenced

2021 Active Grants	Funder	Grant Period	Amount Over Grant Period
Epidemiology and Lab Capacity (ELC): Enhancing Detection of COVID-19	State of Wisconsin, Department of Health Services (CDC)	5/18/20-11/18/22	\$7.19 M
Defining the role of college students in SARS-CoV-2 spread in the Upper Midwest	University of Wisconsin – Madison (CDC)	8/1/20-7/31/22	\$147,745
Epidemiology and Lab Capacity (ELC)- Enhancing Detection Expansion for COVID-19	State of Wisconsin, Department of Health Services (CDC)	3/1/21-7/1/23	\$3,551,276
Impact of Immune failure on SARS-CoV-2 evolutionary potential	University of Wisconsin-Madison (CDC)	4/1/21-3/31/23	\$488,970

COVID-19 Response

COVID Hotline & Response to Emails

COVID-19 Hotline:

The COVID-19 Hotline remains an important component of the City of Milwaukee Health Department's (MHD's) response to the COVID-19 pandemic. The hotline was stood up in March 2020 at the beginning of the pandemic as a community resource to ask questions and seek out credible public health advice, counseling and services related to COVID-19. As the needs of the community evolved, so did the hotline, expanding to include connection to: community testing and vaccination sites, test results, exclusion letters (work, school, child care), case managers/contact tracers, healthcare providers, thermometers, groceries while under isolation/quarantine orders, and other health department programs regarding safety plans, mask violations, and much more.

46,510

phone calls were fielded by
the COVID-19 Hotline



Text and E-Mail Communication:

Utilizing E-Notify, members of the public could sign up for regular COVID-19 updates, including alerts through text or e-mail and a subscription to the weekly COVID-19 newsletter. These services allowed MHD's communication team to readily share informational materials, resources, details on free mask and testing sites, the location of mobile clinics, gating metrics, and updates on vaccine sites. These efforts were aided by robust work teams who collaboratively and creatively developed partnerships with community groups to further spread the reach of these messages.



COVID-19 Response

Mitigation Metrics & Orders/Advisories

Free Mask Program:

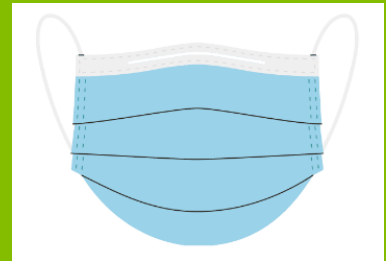
The City of Milwaukee Health Department (MHD) started the free mask program in Fall of 2020, partnering with 116 different community-based organizations to distribute an estimated 481,425 masks by the end of 2020. In collaboration with local vendors, masks of various sizes and ADA compliant masks that support lip reading for individuals that are deaf or hard of hearing were distributed. Mask distribution continued throughout 2021, including public distribution at community testing and vaccination sites and provision of upgraded masks to staff and residents in higher risk congregate settings such as homeless shelters, residential and long-term care facilities, schools, and workplaces.

Public Health Emergency Orders:

In 2020, nine public health emergency orders were passed by the City of Milwaukee with help from MHD staff. These orders ensured safe operation of businesses and schools, enforcement of safety precautions and COVID safety compliance, the development of grocery delivery and community meal sites, as well as the expansion of a public health workforce to better assist in mitigation efforts. These orders could not have been drafted or enforced without continuous collaboration between leadership at all levels of City government.

20,960

masks were provided to
distribution sites



254

occupants were served at
COVID-19 Isolation Facilities

Acknowledgements

This report was developed by the Policy, Innovation, and Engagement branch of the City of Milwaukee Health Department, with major contributions from staff across all branches and divisions.

Key contributors:

Laura Rollin, Epidemiologist

Dianne Williams, M.Ed, MS, Data and Evaluation Coordinator

Marc Mejaki, Lead Program Information Specialist

Feras Rizeq, MD, MPH, Epidemiologist

Songlor Xiong, Health Information Specialist

Mike Totoraitis, PhD, Health Data and Evaluation Director

Primary contact:

Bailey Murph, MPH

Deputy Commissioner of Policy, Innovation, and Engagement

bamurph@milwaukee.gov

Suggested citation:

City of Milwaukee Health Department. (2022). *2021 Annual Report*. Milwaukee, WI: City of Milwaukee Health Department.



CITY OF MILWAUKEE
HEALTH DEPARTMENT